CHAPTER 3 – RESEARCH METHODOLOGY

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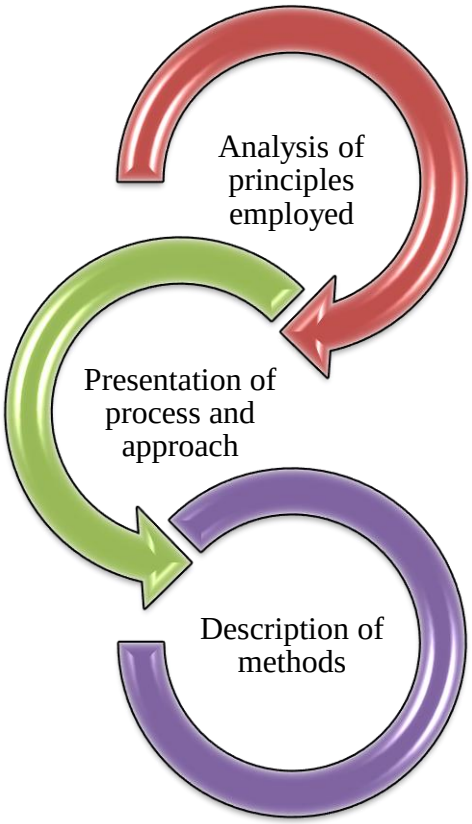
3.1 CHAPTER INTRODUCTION

Accomplishments of a business firm require that human resource be treated asa strategic factor. Every business firm has strategic human resource intent at its core. The issue of human resource management is a crucial issue and leveraging optimum performance from talent and avail high profits is most challenging task. Use of technology, in the form of HRIS, supports towards this endeavor.

This chapter lays down about methods used for the study. It contains description about appropriate methods used in order to lead this research study to its cogent outcome. The chapter contents are sequenced interlinking individual research methods within a string as stated at the beginning of this chapter. The presentation of the contents of this chapter has been done encompassing three dimensions which have been outlined in the following figure.

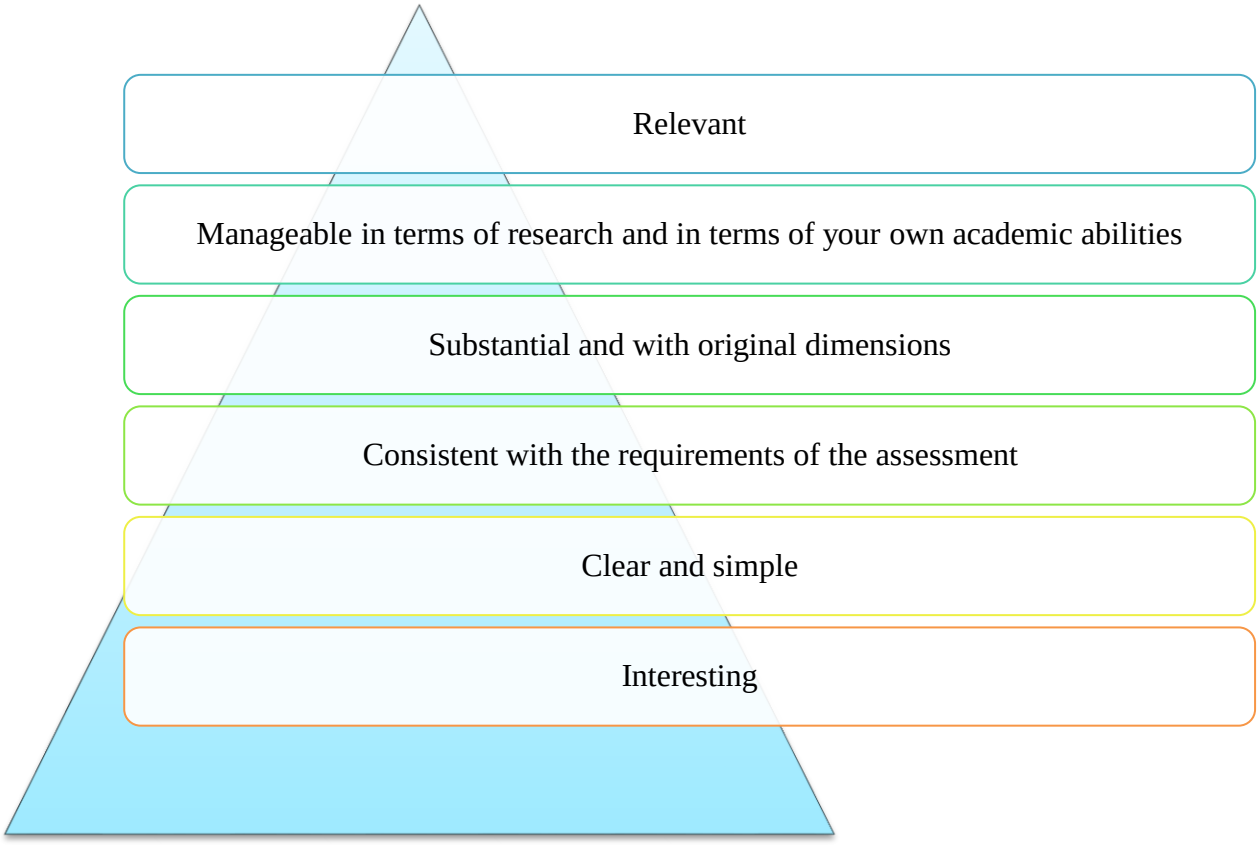
Figure3.1 –Research Methodology Scope



3.2 Research Questions

A Research Question is a nucleus of the entire research process. A Research Question triggers thinking phenomena of the researcher. It helps researcher to be always focus on the research problem. Research problem attracts attention of the researcher on relationships present between different variables. Research questions open the door for developing a framework or model or theory to solve the current research problem. Drafting of research question is a very skillful task. There is no definitive recipe for drafting of a perfect research question. However, the following recommendations highlight some of the features of good questions which have been adopted for this compendium.

Figure3.2 – Recommendations for Research Questions



The above chart explains importance of regressive thinking which results in defining correct and focused research question. This acts as a base for defining problem statement and hypothesis. The researcher was benefited while drafting research question by the above said process.

An empirical study to investigate the process of acquiring, employing, and establishing HRIS software solutions for organizational functions can enable one to understand the difference that has been made in the efficiency of operations. It is vital to study and document the experience of users of HRIS, so as to provide learning and knowledge sharing for all stakeholders. It is necessary to assess and present all that is needed to know when dealing with the pressure of selecting an HRIS solution. The following are some common research questions that make it necessary for the conduct of a comprehensive research exercise on the subject.

- How difficult or easy is HRIS to use?
- How effectively has HRIS convert data into meaningful information for supporting organizational decision?
- What resources are a pre-requisite to the installation of the system? What is the training requirement for incorporating use of system?
- Is the system generic or customized to organization need?
- Which is a better system – on-premise or cloud based?
- What have been the up-front costs? What are the implicit costs?
- Are there any standard options on choosing a system? Are there any add-ins?
- What has been the experience of individual employees in using the system?
- Has the use of HRIS has enhanced the sense of equity and fairness among employees?
- How has HRIS enabled the organization power of analytics and business optimization?
- What has been the vendor support in installation and efficient running of the system?
- What has been an individual organization's journey into data-driven decisions and smarter reporting?
- Has the organization use of the system adapted to the changing landscape of the technology incorporated in HRIS design and solutions?
- What are the challenges that an organization faces at various levels in the system use – at employee level, department level, organization level?
- What are the pitfalls in the acquisition and use of the system?

- What has been the impact of HRIS on employee performance, both in the HR department for HR functions and employees of other departments on account of overall improved work environment?
- How has HRIS contributed to organizational bottom lines?
- Given experience with existing HRIS use what is the way forward from user perspectives?

3.3 STATEMENT OF THE RESEARCH PROBLEM AND ITS DESCRIPTION

A problem statement is like lighthouse in the sea of the research. It is prescriptively descriptive in nature. It always helps researcher to focus on the research problem. Statement of the problem does not allow researcher to move out from the track. If any deviation from the track by the researcher will create problem of non-addressing of current issues. The underlying thread of this research is the research statement. The research statement is as follows.

"A study of Human Resource Information Systems processes and performance to identify effectiveness of it in large scale organizations in Western India."

The statement of the research problem attempts to understand HRIS processes and performance and its impact on organizational effectiveness by using a descriptive research design framework in large scale Organizations in Western India. Population for the purpose of the research is large scale companies in Western India, which after analysis will show the way to tackle the research problem. The solutions which researcher will propose after detail analysis will help organization to tackle the problems related to effectiveness of HRIS processes. The following table gives brief idea about the statement of the research problem.

Table3.1 – Description of the Research Problem

Unit of Analysis	Large Scale Organizations
Characteristics of Interest	HRIS processes and performance to identify effectiveness
Time and Space Boundaries	Western India

5W approach is very popular because it benefits to the researcher for describing the research problem, systematic enquiry and validation of the results. This 5W approach was adopted by the researcher for this study. 5W approach is as follows.

Figure3.3 - 5W Approach for Research Problem Description

Who?

- Who does the problem affect in terms of specific groups, organizations, customers, etc.

What?

- What are the boundaries of the problem, e.g. organizational, work flow, geographic, customer, segments, etc. What is the issue? What is the impact of the issue? What impact is the issue causing? What will happen when it is fixed? What would happen if we didn't solve the problem?

When?

- When does the issue occur? When does it need to be fixed?

Where?

- Where is the issue occurring? Where will the researcher studying the research variables, in certain locations, processes, products, etc.

Why?

- Why is it important to fix the problem? What impact does it have on all stakeholders, e.g. employees, suppliers, customers, shareholders, etc.

The researcher also described the problem using 5W approach in the following table.

Table3.2 - Problem Description using 5W approach

Who?	Large Scale Companies
What?	HRIS processes and performance
When?	In contemporary competitive business scenario
Where?	Western India
Why?	The emergence of greater sophistication in management of human resources has given the functions of human resources valuable position within strategic decision making. Because of this development refined information related to human resources becomes the essential need. This research derives stimulus from the prolific advances made in the available HRIS products to carry out a first-hand study in order to observe their actual use and effectiveness in the management of human resources.

The next section tells about objectives of the research study.

3.4 RESEARCH OBJECTIVES

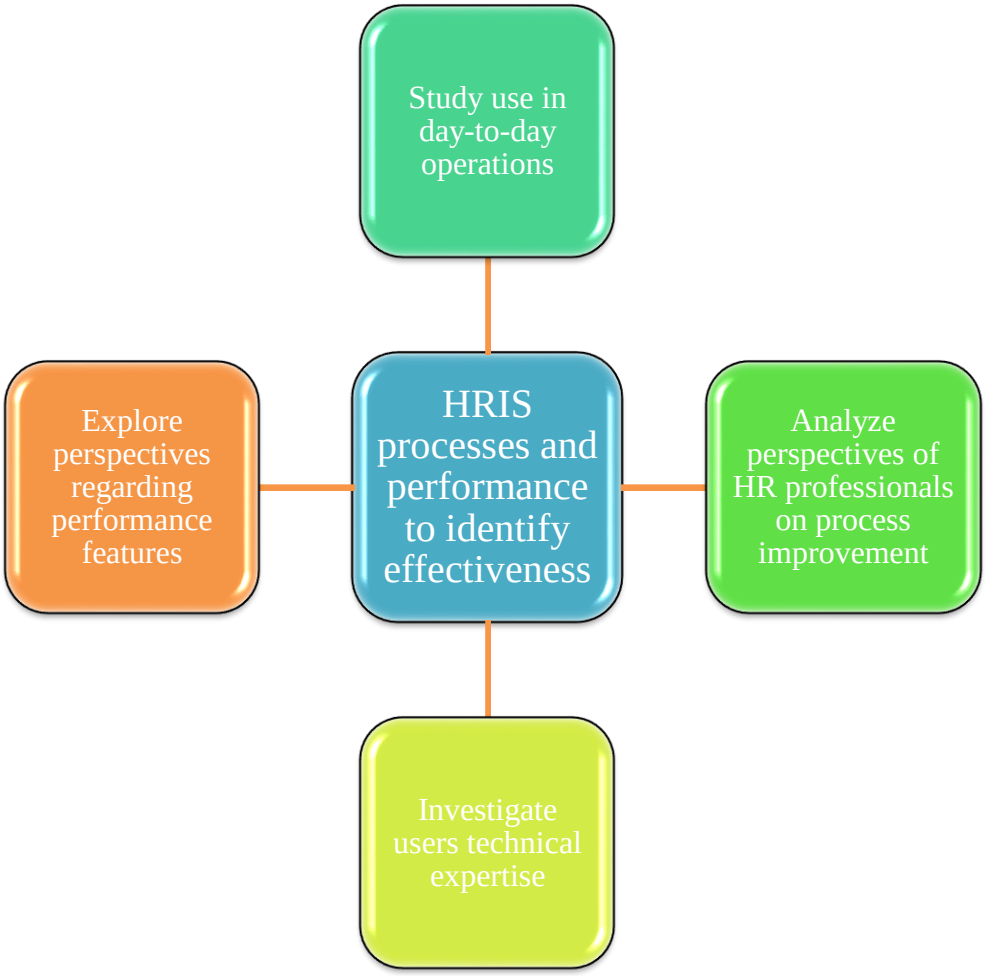
Research problem needs research efforts from the researcher's side for the solution. The process of the research efforts comprises of collecting answers from the questions like What, When, Where, Who, and Why. This process will take researcher to the answers of the research problem. These answers will be descriptive in nature while objective will prescriptive in nature. They are précised and explained by using minimum wards. Objectives of the study will clearly state a premise of the research. By keeping these thoughts in the mind the researcher has framed following objectives for this study.

1. To study operational usage of HRIS in various organizations.

2. To study applicability of HRIS modules concern with type, size and need of the organizations.
3. To study technical expertise of the HRIS users.
4. To study perspective of HRIS users concern with processes improvement.
5. To study the perspective of Human Resource professionals concern with various performance features of HRIS.

Researcher focused on keywords of the different objectives of the research. These keywords are nothing but variables. These variables are described in the following diagram.

Figure3.4 – Research Objectives

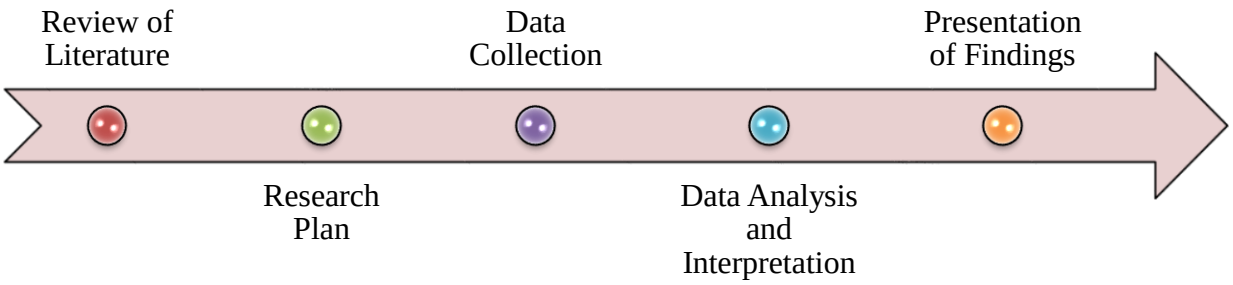


The next part explains about hypothesis of the research. There is backward linkage with objectives and research problem.

3.5 STRUCTURE OF THE RESEARCH STUDY

Every research study should have a structure or a well-defined format. This helps in achieving the research objectives within available resources. In addition it not only helps the researcher carry out the study methodically, also when presented appropriately, it enables the maximum understanding for future use. The structure also enables the researcher an opportunity to present the work carried out in the most lucid fashion, in a scientific way. This research accordingly progressed within the structure that was rendered to it at the beginning. The structure that was adopted has been presented in the following figure.

Figure 3.5 – Structure of the Research study



At the outset the researcher conducted an extensive literature review. The literature review attempts to carry out general and specialized discussion in the circumference of research problem. Additionally a sound literature review –

- States proposed research relationship with prior researches
- Exhibits originality and relevance of the research problem
- Justifies methodology
- Demonstrates researcher preparedness to complete the research

It is well known that a particular research exercise is always carried out twice, the first time on paper and then on executed on field. The first time here refers to an elaborate research plan, which should mirror every action that needs to be taken for the successful completion of the research. Accordingly, a research plan was laid out based on the review of literature. The details of the plan have been presented in this chapter under various sections.

Once the meticulous plan was put on paper, the researcher implemented the plan. Tools for data collection which were designed were used to gather data. A field plan determined the process of data collection. It helped in optimizing researcher resources to connect with the respondents for data collection.

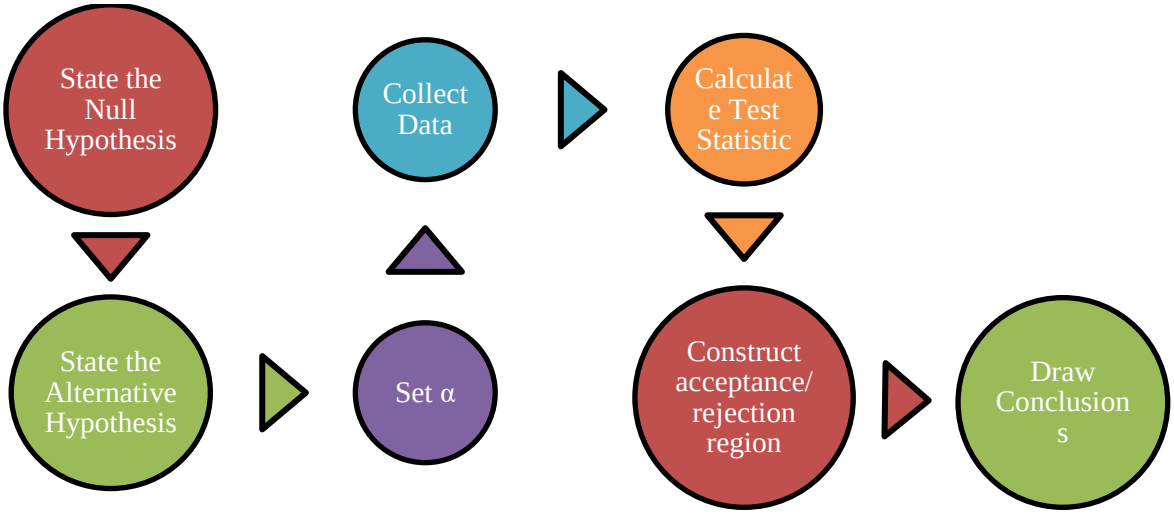
Collected data was subsequently analyzed using statistical techniques, both descriptive and inferential. Descriptive statistics helped to describe collected data and elucidate trends and patterns. Inferential statistics supported in establishing hypothesis set out in the plan.

This entire effort has been presented as findings in this compendium. This compilation attempts to systematically present the research effort so that the users of the information can gauge maximum information from the researcher's efforts. The researcher has aspired to present empirical analysis based on facts and figures using simple, straightforward written communication.

3.6 HYPOTHESIS DEVELOPMENT

Hypothesis framing is a very crucial state in the process of research. Generally hypothesis is an assumption made about a phenomenon which explain the relationship between dependent and independent variables. This hypothetical statement plays the role forms a platform for research enquiry. Generally hypothesis is a statement explaining the relationships between variables which is based upon researchers or someone else observation. For testing these hypotheses generally standard procedure is used. Following figure shows procedure followed by the researcher in the research.

Figure3.6 – Procedure for Hypothesis Testing



To apply statistical tests, first step is to frame the hypothesis. These hypotheses will be basis for enquiry in this research. Following are the hypotheses of the study in this research.

Hypothesis 1:

H1: Usage of HRIS Practices is marginally correlated with type of organization, Size of organization and available HRIS modules.

Further divided in to three sub hypothesis as:

H1.1: HRIS usage is significantly related with organization size

H1.2: Organizations are not using all the modules of HRIS implemented.

H1.3: HRIS usage depends on type of Organization

Hypothesis 2:

H2: The impact of HRIS is significant on performance in organizations in terms Cost, time and Decision making

Further divided in to three sub hypothesis as:

H2.1: HRIS has significant impact on decrease in process cost.

H2.2: HRIS has significant impact on decrease in process time.

H2.3: HRIS has significant impact on effective decision making.

Hypothesis No.3:

H3: HRIS has significant impact on processes improvement concern with type of organization.

Hypothesis No.4:

H4: HRIS users are acquainted with technical details of HRIS system.

Above hypothesis covers the relationship between dependent variables and independent variables as well as unit of an analysis. Summary of the hypotheses are given in the following table.

Table 3.3 – Description of Hypothesis

S.N.	Hypothesis	Unit of Analysis	Dependent Variable	Independent Variable
H1	Usage of HRIS Practices is marginally correlated with Type of organization, Size of Organization and available HRIS modules.			
H1.1	HRIS usage is significantly related with organization size.	Sample Organization	Extent of Use of HRIS	Size of the Organization
H1.2	Organizations are not using all modules of HRIS implemented.	Sample Organization	Uniformity of Use	HRIS Modules
H1.3	HRIS usage depends on type of	Sample Organization	HRIS Implementation	Industry Type

	organization.			
H2	The impact of HRIS is significant on performance in organizations in terms Cost, time and Decision making.			
H2.1	HRIS has positive impact on decrease in process cost.	Sample Organization	Process Cost	HRIS
H2.2	HRIS has positive impact on decrease in process time.	Sample Organization	Process Time	HRIS
H2.3	HRIS has positive impact on effective decision making.	Sample Organization	Decision-making	HRIS
H3	HRIS has significant impact on processes improvement concern with type of organization	Sample Organization	HRIS Enabled Process Improvement	Organization type
H4	HRIS users are acquainted with technical details of HRIS system.	Sample Organization	Technical Details	HRIS users

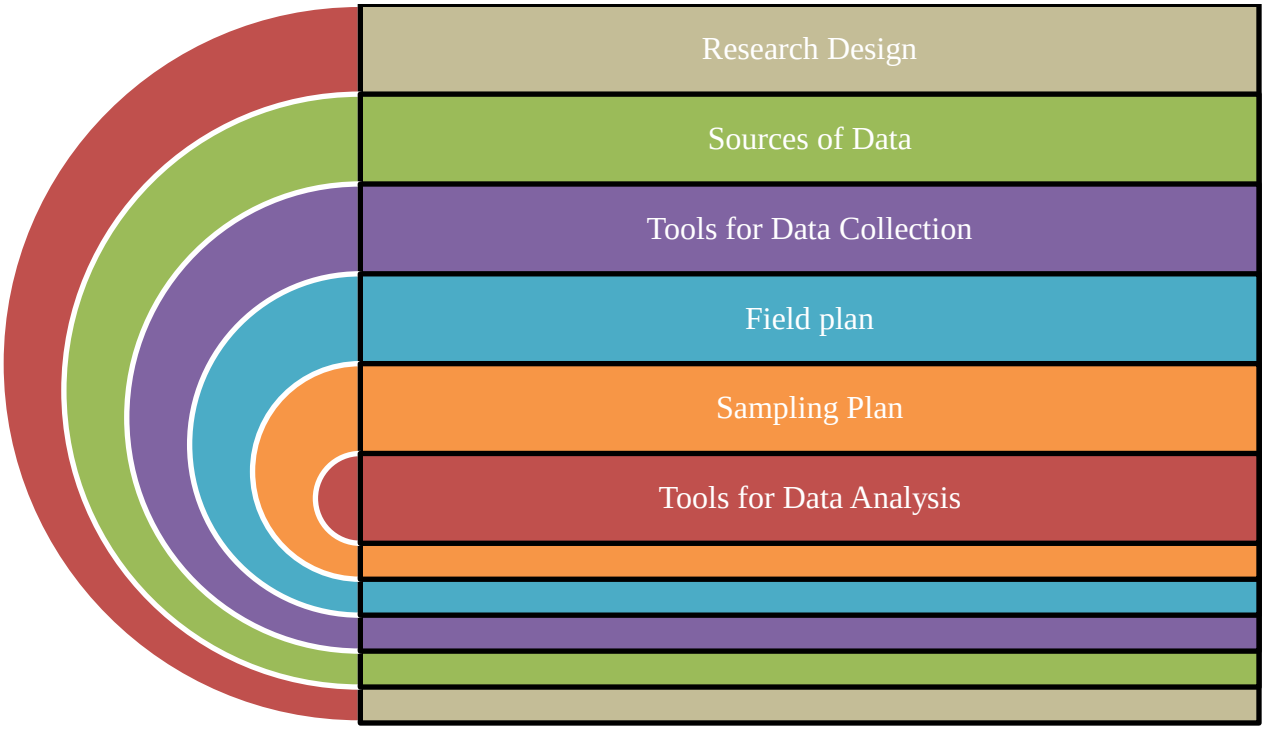
The next part explains about the process of preparing research plan. The objective of the research plan is to collect the data as per the time schedule and after validations used same data for analysis purpose to fulfill research objectives. The detailed process of the research design is as follows.

3.7 RESEARCH DESIGN

A systematic analysis of the method used in a research study is nothing but research methodology. It contains information related to the concepts, phases and quantitative or qualitative techniques. This procedure will help researcher for selection of correct method or set of methods for cracking research problem.

Following figure is a description of scientific methods, tools and techniques used by the researcher for the collection of the data. The analysis of the data will help researcher to propose logical research findings for this study.

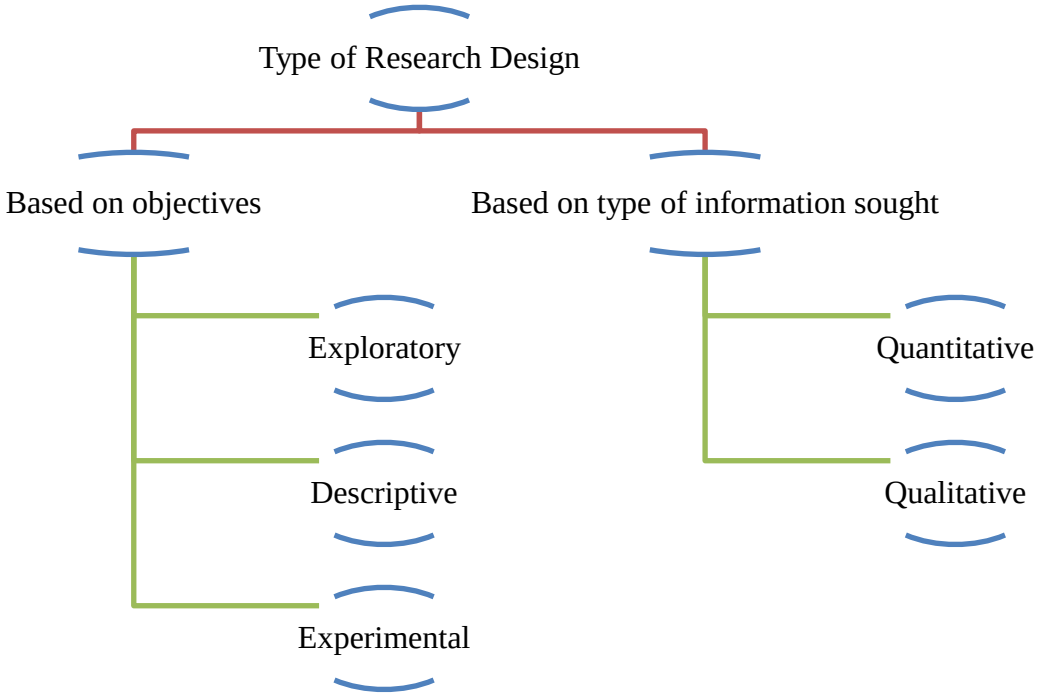
Figure3.7 – Research Methodology



Each method has been explained in separate section. It has helped researcher to create link between them. These methods are now treated as integrated steps in the process of research methodology. From another view point the summation of all these methods are research methodology adopted or used in the research.

The design of a study contains type of the study and methods of data collection and a plan of statistical analysis. Answer of the research question is result of the research design and its framework. There are different types of research designs. But the selection of appropriate research for the study will be depending upon the research question and objective of the research. The research design selected by the researcher should cover all the variables of the study.

Figure 3.8 – Types of Research Design



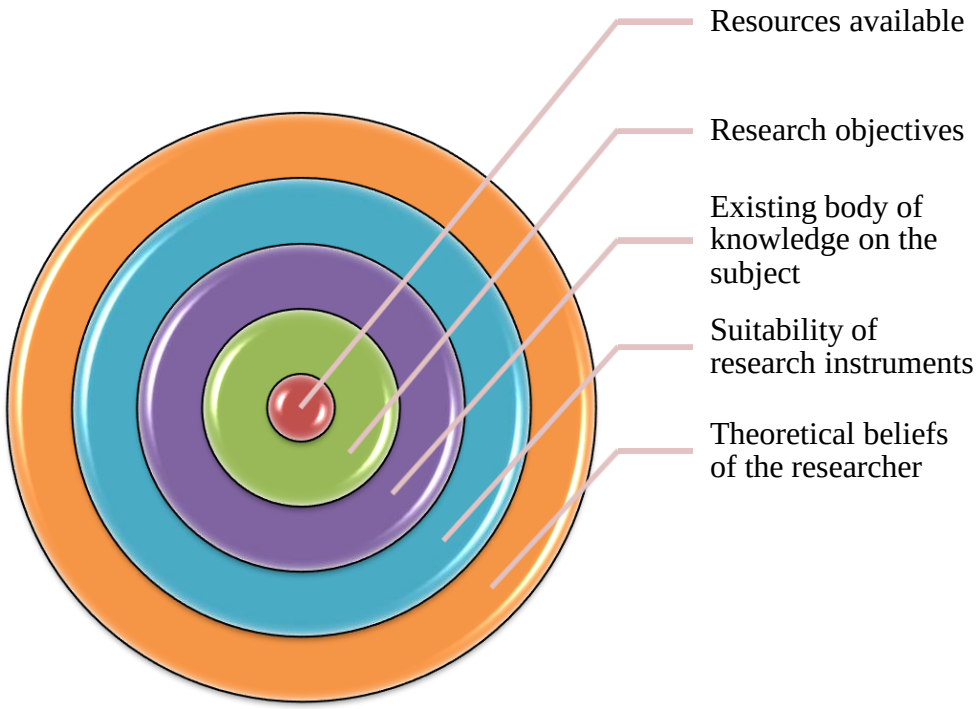
Each of the above design has a significant impact on the reliability of the research effort. Choosing an appropriate design is important because smoothness in carrying out research activities is depending upon correct research design. Therefore effectiveness of research is depending upon research design. Good research design will provide quality information with minimum efforts in quick time.

The research problem requires quality research design for collection and analysis of data. Therefore while preparing research design researcher should be careful and he/she must

avoid mistakes. The research design organizes ideas of researcher in such way that faults can be easily identified.

When researcher prepares research design he should prepare it in context of the research goals. Data gathering methods and data analysis methods should be suitable for research objective and hypothesis. Many factors plays vital role in selection of research methods which will be help by researcher. Following factors generally researchers used in selection of appropriate research method for their study. Following figure explains about factors determining research design.

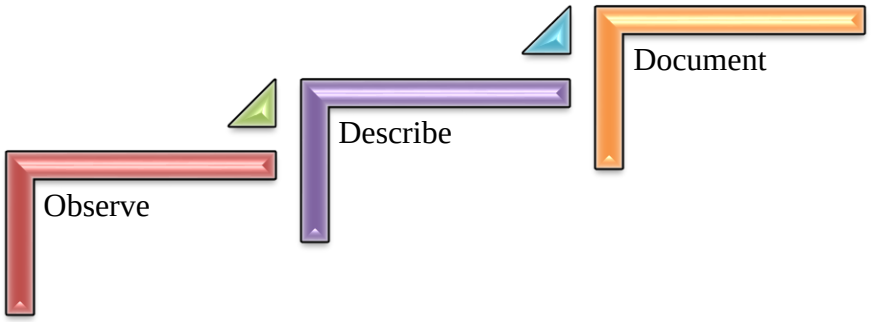
Figure3.9 – Factors Determining Research Design



Research design was selected in the view of above mentioned factors. For this research, researcher selected Descriptive Research Design as most appropriate approach to complete the research work. Descriptive studies are also referred as observational studies. This type of studies helps in enquiry of units of analysis and factors playing significant role in research problem.

The simplest descriptive study reports data on specific subject. Descriptive research use details about existing situation by providing facts about the research problem. It also helps to uncover the hidden facts. The objective of descriptive research is to observe, describe and document various dimensions of the research problems. The following figure shows the above approach.

Figure 3.10 – Descriptive Research Design Approach



The data collection in descriptive type of research will be done through questionnaire, in depth interview and observation during field survey. As it is a descriptive research there will be no experimental manipulation in terms of selection of sample or group of samples. In experimental research generally as per the requirement of the research study selection of sample will be done. Individual and group characteristics will be the area of analysis for the researcher in the descriptive research.

For this study primary data was collected from large scale companies of Pune and Nashik city. Data was collected as per the requirement of the study. Cross sectional format and variables of the interest were the two parameters considered for the data collection process. This attempt of the researcher provides detailed information about research units.

3.8 SOURCES OF DATA AND TOOLS FOR DATA COLLECTION

Data collection is a very important chapter in the process of research. It is very tough job for researcher. It requires proper planning, hard work and patience to complete the data collection tasks successful. Data collection process is depend upon two factors

1. Type of data required
2. Selection of sample.

Certain instruments can be used for collection of data from sample unit.

A researcher has to finalize sources of data which should be based on need of the research problem. Researcher can use primary as well as secondary data sources for collection of data. This part throws light on sources and tools of data collection which was used by the researcher and subsequent section details on sampling.

Primary data is type of data which the researcher collect by using primary data sources while secondary data is collected from secondary data sources. This has been summarized in the following figure.

Figure3.11 – Data Sources

Primary data is collected from original sources. Researcher may collect this data under controlled or uncontrolled environment. In experimental research researcher collects data in controlled environment. Tools like questionnaire, observation and schedule used for collection of data under uncontrolled environment.

Sources of Secondary data are as follows.

1. Reports

2. Books
3. Journals
4. Documents
5. Magazines
6. Web sources etc.

Both the data sources have their own limitations. The selection of the data sources was done by considering all below mentioned benefits of the data sources. The weightge was given to the data sources according to the need of the data which requires for the study.

Table3.4 - Benefits of Secondary and Primary Data Sources

Benefits of Secondary Data Sources	Benefits of Primary Data Sources
Save time and money	Targeted Issues are addressed
Access to historical data	Data interpretation is better
Applied to prove or disprove an argument or theory	Data is more contemporary/recent
May be used to offer general background information	Reverence for proprietary information
Useful to set the scene of the research and findings	Greater researcher control
May be useful for putting the research into context	Coupling of Observation Technique

Appropriate secondary and primary data sources were selected by the researcher.

Following secondary data sources were used for this study.

1. Reports
2. Books

3. Journals
4. Documents
5. Magazines
6. Web sources etc.

These data sources helps researcher for identifying the gap, preparation of research problem and finalization of the objective.

For primary data collection researcher has designed structured questionnaire and in-depth personal interviews.

Following table is a snapshot of data sources used by researcher for data collection process.

Table3.5 – Secondary and Primary Data Tools

Secondary Data Tools	Primary Data Tools
• Theoretical constructs and conceptual framework • Research work and compendiums on HR domain • Company publications including manuals, policy statements, circulars and other communications • Periodical publications reflecting beliefs, points of views and submissions from experts and stakeholders.	• Structured Questionnaire and In-depth Personal Interviews

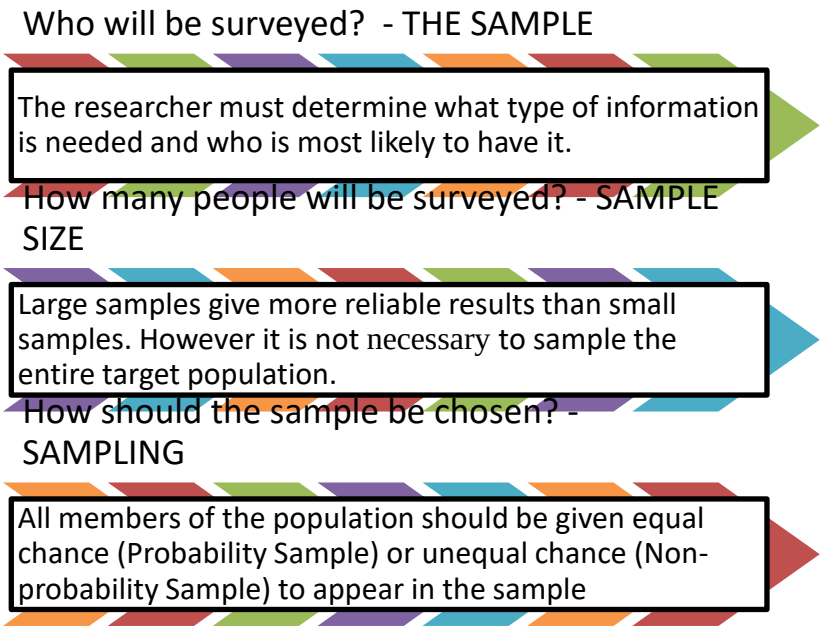
The next part gives detailed explanation about the sampling plan.

3.9 SAMPLING PLAN

Information collected from the sample will be act as input for analysis. Conclusions are based upon analysis result. That means information collected from sample unit significantly contribute in the process of drawing conclusions for the study. Selection of the sample from the population becomes very critical task. Sample is a section of population having same characteristics. It is impossible to study entire population or to consider entire population for the research. It will be time consuming as well as expensive. But the prerequisite is the sample units selected for the study should be representative of population in its nature. It should be adequate in number and no bias should be done at the time of selection of sample.

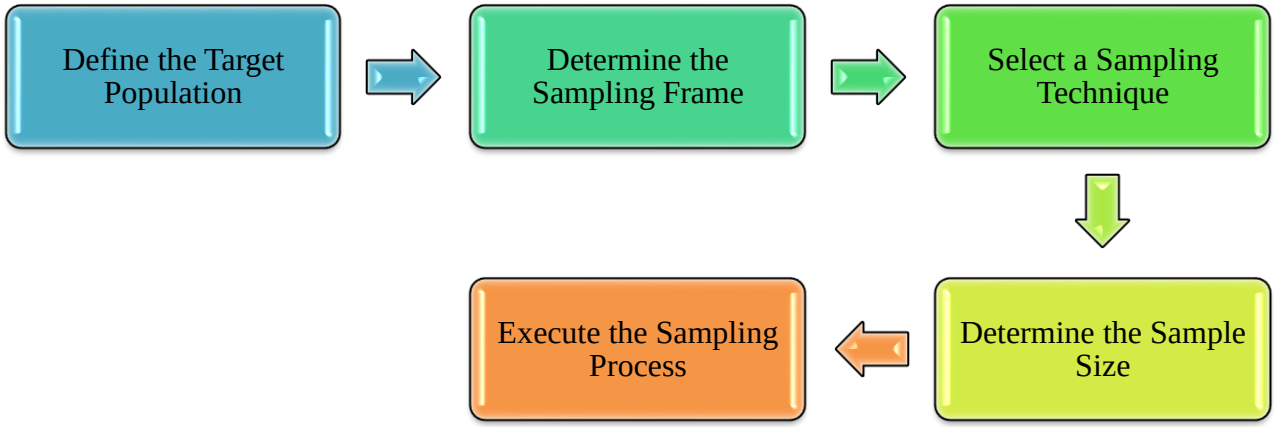
Decisions regarding sample, size and techniques are important factors in sample design. Following figure shows the three parts of sampling decisions.

Figure3.12 – Sampling Decisions



The requirements of the research will have an impact on above three decisions. This process should be followed stepwise. If any step has been missed then it will have very serious impact on data collection process. Any small error wills results into large deviations. That's why there is a need to carry out the sampling process step by step with at most precaution. The following figure shows the step by step sampling process.

Figure3.13 – Sampling Process



The population decided as per the need of data requirement and problem statement. The researcher has taken the population of large scale companies in Pune and Nashik cities. The population has been explained in terms of

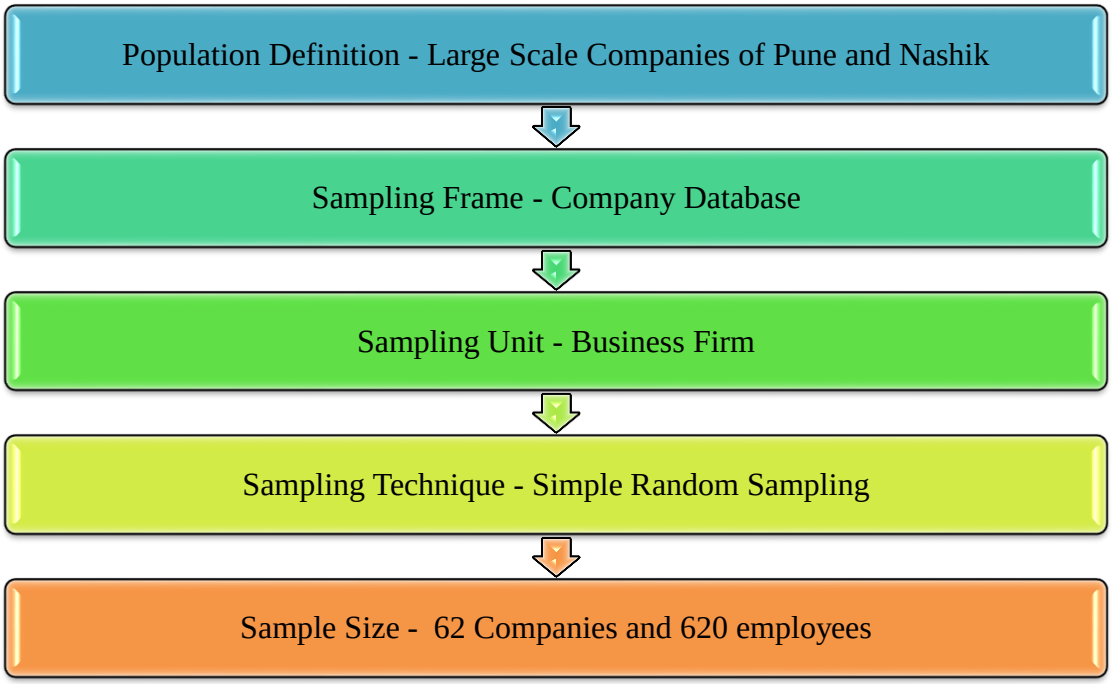
1. Unit of Analysis
2. Time availability.
3. Research

The decision about sampling technique which is very crucial to get proper representation will be finalized during this phase. Researcher has selected simple random sampling method for drawing the sample unit from the population.

Sample size – 62 companies where selected for the study by using simple random method.

Sampling plan was described with all details in the following figure.

Figure3.14 – Sampling Plan for the Research



Sample Profile

As the previous part explains about sample size which consists of 62 companies, researcher briefly describes the profile of respondent companies. This exercise was carried out to understand the background of sample and to logically prove the value of their inputs in research finding.

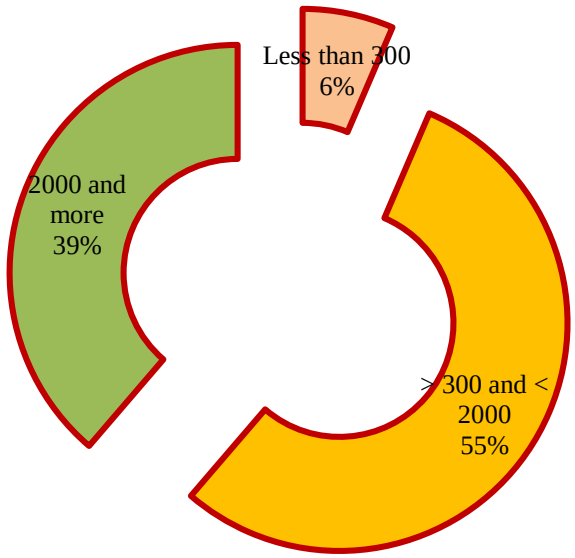
At the outset the researcher sought to profile the respondent companies according to the number of employees, which is indicative of the size of the companies. The table below presents the decomposition of the sample based on the number of employees in three categories – less than 300 employees, between 300 to 2000 employees, and more than 2000 employees

Table3.6 - Number of Employees in Respondent Companies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 300	4	6.5	6.5	6.5
	> 300 and < 2000	34	54.8	54.8	61.3
	2000 and more	24	38.7	38.7	100.0
	Total	62	100.0	100.0	

The table shows that maximum respondent companies, i.e., 54.8%, have between 300 to 2000 employees. 38.7% of the respondent companies have more than 2000 employees and only 6.5% have less than 300 employees. This has been presented in the following figure.

Figure3.15 - Number of Employees in Respondent Companies



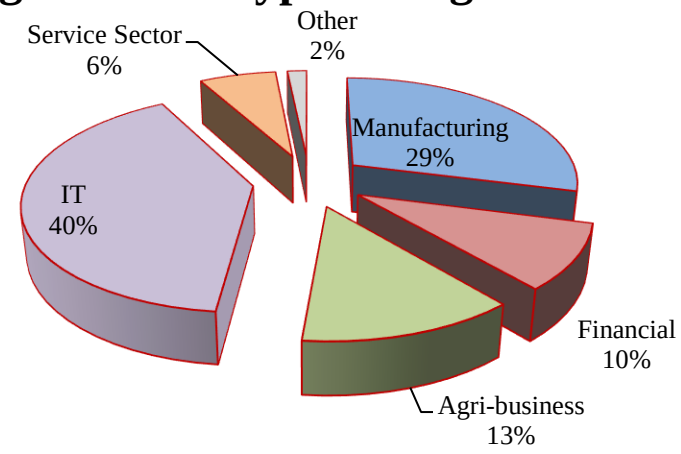
The researcher also profiled the respondent organizations on the basis of the sector to which they belonged. Referring to it as the type of organization, the frequency count in each category is presented in the following table.

Table3.7 – Type of Organization

Organization Type	Frequency	Frequency %
Manufacturing	18	29
Financial	6	10
Agri-business	8	13
IT	25	40
Service Sector	4	6
Other	1	2
Total	62	100

The above table exhibits that 29% respondents are from manufacturing, 10% are from financial sector, 13% are from agri-business, 40% are from IT sector, 6% are from services sector, and 2% are from other sectors. This classification of respondent companies has been presented in the following figure.

Figure 3.16- Type of Organization



3.10 RESEARCH VARIABLES AND FRAMEWORK

In a good research study concepts are measurable in nature which controls variations in respondents understanding in significant way. Controlling variability in respondents understanding is very important and depend upon techniques used for converting concepts in terms of variables to make them operational. Clarity about these techniques becomes important ingredients in fine tuning the research problem. This section describes the variables that have been tested to arrive at the research findings.

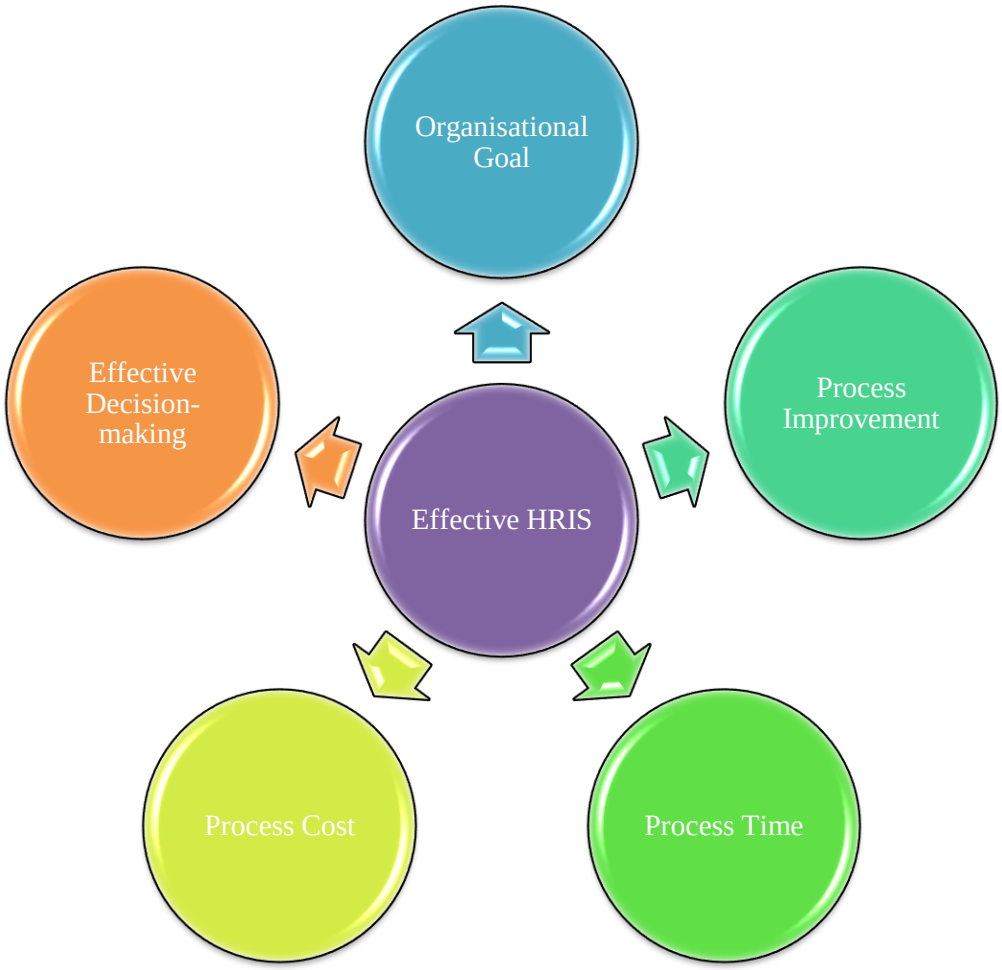
In unit number unit one the detailed information about HRIS software with their evolution is given. Generally HRIS systems are flexible in nature and helps HR mangers to analyze the data related to employees in planning and decision making. HRIS improves efficiency of HR department by saving man hours and provides systematic analysis which results into organizational as well as employee development.

From employee point of view HRIS is a platform where with full ease employees can enter the data which is related to their job. Company policies and announcements related to employees communicated through Human resource Information Systems. HRIS

supports organizations to carry out paperless transaction. One of the unique features of HRIS is centralized database which reduce redundancy within the organization.

Taking cue from this premise that entails effectiveness of HRIS on organizational processes and performance, the researcher created a research framework. This included dependent and independent variables, in order to test the validity of the stated constructs on sample organizations. The following figure describes the framework used in the research.

Figure3.17 – Research Variables and Framework



Statistical techniques have been used to test the relationship between these variables and outcomes presented in subsequent chapters in this compendium.

3.11 TOOLS FOR DATA ANALYSIS

When we discuss the concept of Data analysis it becomes very clear that it is process of gathering the data from the selected sample units, modeling and transforming data with the objective of getting useful information which will contribute in framing suggestions, conclusions and decision making. Data analysis are having multiple dimensions because of diverse techniques are available for researcher to do the analysis. The research study used the following statistical techniques for data analysis:

- Frequency Count and their diagrammatic presentation
- Correlation, Regression and Scatter Plot
- Kruskal-Wallis H test
- Mann-Whitney U Test

A frequency count was done to enable numerical tabulation of the collected data for which Microsoft Excel 2007 and SPSS version 15.0 was used. While it is possible to present numerical information in tabular form, it is frequently far more effective to present the data in a graph. There are many different ways to do this. This research uses the following kinds of graphs using Microsoft Excel Worksheet, namely,

- Line Graphs which display trend over time or categories.
- Pie charts which display the contribution of each value to a total.
- Horizontal Bar Graphs which compare values across categories.
- Clustered Column Graphs which also compare values across categories.
- Stacked Area Graphs which display the trend of the contribution of each value over time or categories.
- Doughnuts which are like pie charts but can contain multiple series.

3.12 PILOT STUDY OUTCOMES

A pilot study was designed and conducted to gather information on the research problem, prior to the final data collection exercise, in order to improve the latter's quality and efficiency. The purpose of the pilot study was,

- To explore and understand the evidence of HRIS effectiveness and its impact on individual respondent companies at micro level.
- To obtain information on logistical issues to be incorporated into the final study.
- To reveal deficiencies in the design of the modus operandi of the research so that they can then be addressed before time and accordingly time and resource allocation can be done.
- To collect preliminary data in order to define clearly the parameters and variables that best explained the nature and magnitude of the research questions.
- To design and test the adequacy of research instrument, i.e., the Questionnaire.
- To arrive at an appropriate sampling technique, adequate sample size as well as to figure out the suitable sampling frame.
- To improve and finalize the research plan.
- To identify potential practical problems in the decided upon research procedure

The study was conducted in three stages. Each stage contributed significantly to the conduct of the final survey. A description of the tasks performed in these stages is as follows:

Stage I – The first stage involved collection of qualitative data through in-depth interviews. The outcome of this stage was a revelation of the parameters and variables which described the research problem. These parameters were incorporated in the Questionnaire which was finally used as the primary instrument for data collection.

Stage II – In the second stage the formulated Questionnaire was tested for validity, reliability and adequacy. Changes suggested by technology industry experts were incorporated and Questionnaire was finalized. Some of the discussion on this issue and suggested changes pertained to wording and the order of the questions, the suitability of

the scaling techniques used, and competence of the parameters used in the questionnaire to measure the impact of attrition.

Stage III – In the third and final stage sampling plan was concluded. Based on the opinion of experts from the information technology companies selected for pilot study, following decisions were made

- Simple Random Sampling was chosen as the sampling technique.
- Sampling Plan was drawn out
- Field Study Plan was drawn out

Outcome of Pilot Study

The pilot study involved,

- Discussions with company executives to seek their views regarding the research variables
- Discussions with HR professionals, academicians and trainers to identify parameters to measure the research variables.
- An appraisal of various working papers in the existing literature available on the subject from time to time to explore the direction followed by companies on the research subject.

The outcome of such an attempt resulted in,

- An assertion regarding time frame for the research
- Identification of variables
- Questionnaire formulation

3.13 LIMITATIONS OF THE RESEARCH STUDY

The field of human resource management and information technology is constantly changing. At the same time, an ever-increasing financial integration of economies across the globe intertwines the happenings in one economy with the others, further obscuring

the findings of research in specific geographical areas. As the researcher compiles this report major transformations are happening for business and economy across the world impacting the industry landscape in India. Trends and inferences drawn for the period of research may, hence, be used for future predictions subject to changes occurring in the global industry environment from time to time.

3.14 CHAPTER CONCLUSION

Chapter commenced following an introduction to the research study, briefly highlighting the underlying motivations which provided stimulus to the research in Chapter 1. It details out the research plan defining the problem, hypotheses, research questions and objectives. The chapter rationalizes the choice of research design, sources of data and the tools used for data collection. An elaborate sampling and field study plan was also laid out in the chapter. Statistical tools that were used for data analysis were identified and their conceptual underpinnings were cataloged, justifying their suitability to the research data. The chapter also describes the pilot study, its objectives and its outcome in terms of time boundaries for the research, description of variables, and questionnaire design and analysis. The chapter also mentions the limitations which should underlie before meaningful conclusions are drawn from the study.