Chapter 7
Methodological Considerations for Research in Compensation Management

Jeeta Sarkar
Xavier University, India

ABSTRACT

Compensation and Benefits continues to be the most researched field with more than thousand academic studies. Given the extensive research on Compensation in academia, there has been evolution in approaches to explore and keep pace with recent trends along with research methodology and technology. As a Research Scholar, I began to realize that while dominant literature on Compensation and Benefits favoured quantitative research to study its impact on organizational outcomes such as performance, turnover, job satisfaction, commitment, etc., both qualitative and quantitative research are needed to be able to study and explore unexplored areas of the said field. The book chapter will elaborate the specific applications of qualitative and quantitative statistical applications in Compensation Research with relevant basic examples. I am hopeful that the book chapter will be of use to academics, researchers and students focusing their studies and research on Compensation and Benefits.

INTRODUCTION

For management research to progress, it is important for researchers to assess the methods they employ. The impact of management studies depends upon the appropriateness and rigor of the research methods chosen. Design choices about

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instrumentation, data analysis, and construct validation, and more may affect the
types of conclusions that are drawn (Sackett & Larson, 1990). Given such concerns,
an examination of the use of research methods is needed to investigate possible
patterns emerging over the last two decades of the 20th century. Examination of such
patterns may provide some insights into the possible future development of research
methodology. Although we recognize that differences in researchers’ training may
affect their research design choices, we present a framework within which many
areas of management research can be discussed. It seems clear that choices about
the settings of organizational studies, research designs, and analyses have important
implications for the accumulation of knowledge over time.

Following the categorizations developed in Werner & Ward (2004)’s seminal work
and further review of work done during last decade, it is found that Compensation
research reviewed has been largely quantitative and empirical, reflecting the
dominant methods currently in management (Scandura & Williams, 2000). It was
found that the primary type of data analysis was mostly carried through Univariate
and multivariate analyses of variance and covariance and t-tests were considered
analysis of variance techniques. Linear regression analyses included simple, multiple,
hierarchical, moderated, and mediated regression. Correlation techniques, meta-
analysis, and linear techniques for categorical dependent variables (for instance,
logistic regression analysis) were found. Factor analytic and clustering techniques
included confirmatory factor analysis, multidimensional scaling, and discriminant
analysis. Structural equation modeling and path-analytic techniques were combined.

In the next part, relevant quantitative techniques will be discussed along with
its calculation in SPSS. A suitable example is also given for better understanding.

PART 1: RELEVANT QUANTITATIVE DATA ANALYSIS
TECHNIQUES AND ITS APPLICABILITY

Before understanding the application of some of the frequent used above mentioned
techniques along with its applicability, it is important to understand the meaning
of multivariate research methods. Broadly defined, multivariate research methods
involve the inclusion of more than one outcome in a singular analysis. The multivariate
approach allows the researcher to analyze the data in a way that is most reflective
of the actual research context and environment.

In Compensation area, research scenarios involve using multi-dimensional
concepts such as pay satisfaction, attitude to money and multiple outcomes such as
self-efficacy, attitudes, and behavior, or performance. Hence, multivariate analysis is
always called for as it can extend to include models such as those specific to testing
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