

CHAPTER 3

RESEARCH DESIGN OF STUDY

The aim with which this study has been executed is to comprehend how Transformational leadership effect teachers' job satisfaction and job performance. The study has been conducted to add another important factor in the vast number of variables which relate the dependent variables. This chapter aims to scrutinize the research methodology – inclusive of the population and sample, instrumentation and data collection - that has been incorporated in the study which will describe how the researcher intends to analyze the data

This study aims to gain an understanding of how the principals' leadership style influences the satisfaction teachers derive from their jobs. The research design relies upon a mix method approach so that the study variables can be inspected carefully.

Variables

Independent Variable

To meet the goals that have been set in this study, the transformational leadership style of the principals has been set as the independent variable. The Multifactor Leadership Questionnaire was used get the quantitative data pertaining to existing variable. The MLQ is aimed at identifying transformational Leadership (Amin et al., 2013) with regard to the leadership characteristics that are observed from the questionnaire.

Dependent Variable

Since the Research is aimed at devising the job satisfaction that becomes the dependent variable to be studied. Totake the data for job satisfaction that the teachers derive from their jobs, the researcher has made use of the "Job Satisfaction Scale" and was developed by Dr. Meera Dixit (2013). It consists of 52 items which pertain to eight different factors:

- “Intrinsic aspect
- Salary, service conditions and promotion
- Physical facilities
- Institutional plans and policies
- Satisfaction with authorities
- Social status and family welfare
- Rapport with students
- Relationship with co-workers”

(Appendix A)

Alongside job satisfaction, a questionnaire designed by the researcher was consolidated in order to scrutinize the job performance of the teachers. Job performance of the teachers was evaluated under following parameters:

- Discipline and Regularity
- Management Skills
- Professional Knowledge

- Instructional Delivery
- Learning Environment
- Effective Communication
- Professionalism and Commitment(Appendix B)

Besides the collection of the quantitative data, a set of qualitative data was gathered as well. The qualitative data was accumulated by means of structured interview from 20 principals who represented the schools that are used in the study. The questions asked to them were open-ended in nature so that an insight can be gained about their Transformational leadership.

Population and Sample

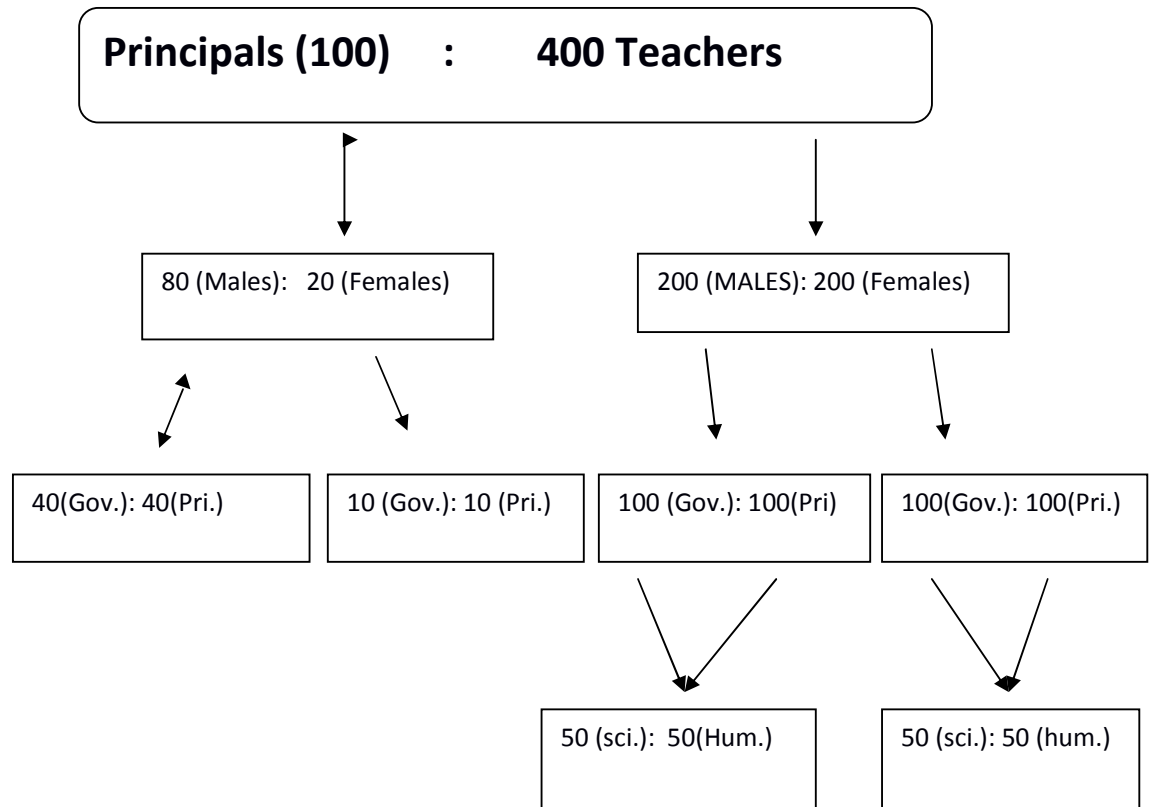
According to the goals of the study, the population so chosen comprised of all the Principals and teachers who worked full time in the schools of Mahendergarh district which were chosen for the analysis. Principals and Teachers were informed by means of a letter to explain the motive behind data collection. Teachers were informed beforehand, that even if they do not take part in the study they would not be penalized for it. However, it was observed that all of the qualifying teachers decided to participate. The sample consisted of the whole population of teachers who were certified on the basis of working full-time.

Effect of Transformational Leadership of Principals on Job Satisfaction and Job Performance of Teachers

Table 3 Population structure of schools in Mahendergarh District of Haryana

Name of the block	Total number of schools	Total number of government schools	Total number of private schools
Ateli	154	107	47
Kanina	183	129	54
Mahendergarh	170	130	40
Nangal Choudhary	178	137	41
Narnaul	165	100	65
Nizampur	73	63	10
Satnali	74	67	7
Shima block	69	53	16
Total (8 blocks)	1066	786	280

Sample Design



Quantitative data analysis sampling Technique

For the quantitative data collection the stratified random purposive sampling technique was used. The 100 school Principals and 400 school teachers were selected from population of research and divided into bases of gender of principals and teachers, school type of principals and teachers, humanities and social science school teachers. The base of the selection of female school principals was purposive sampling.

Description of Instruments

- 1- To measure Principals transformational leadership
- 2- To measure teachers' job satisfaction levels
- 3- To measure teachers' job performance

The Multifactor Leadership Questionnaire (MLQ 2004)

The MLQ was deployed in order to analyse views of principals and the perception that the teachers held about their principal leadership.

To measure the principal's transformational leadership and the effectiveness of their leadership, the Multifactor Leadership Questionnaire (Form 5X-Short) was used. The frequency of the behavioral traits which was exercised by the leaders was measured on a 5-point scale.

The Scale of leadership inclusive of 45 items out of which 36 are the representatives of 9 leadership factors – inclusive of 1 laissez-faire factor, 3 transactional factors and 5 transformational leadership factors. Four items have been encompassed under each of these factors. The outcomes are evaluated by means of 9 items included under three factors which are satisfaction (2 items), effectiveness (4 items) and extra effort (3 items). (Appendix C).

The authors of the Multifactor Leadership Questionnaire are of the view that the questionnaire measures distinct leadership styles which includes a spectrum of styles of leaders, the ones who are involved in provision of giving certain benefits or rewards to followers. It also highlights transformational leaders, the ones who have the capability of

transforming as a motivator (Avolio & Bass, 1991). The objective of the MLQ is to come across factors which will help in differentiating effective leaders from ineffective ones.

Job Satisfaction Scale by Meera Dixit (2013)

A section of this questionnaire was a five-point scale which was composed by Dr Meera Dixit (2013). It was developed to measure job satisfaction of school teachers. Second and dedicatedly independent section of the questionnaire was Likert type five-point scale prepared by Dr. Meera Dixit.

This scale has been designed in a manner so that it can be used by a group of any size and in order to bring about ease in its use, its administration does not require the assistance of an expert since the instructions of use are made on the same form. No restrictions in terms of the time were imposed upon the people in order to fill the questionnaire. Nonetheless, according to the observations made, it was found that the average time taken to fill the form was one hour. The respondents were assured that their data would remain confidential. They were informed, beforehand, that it was required to answer all the questions; however, they were ensured that there is no right or wrong answer. This encouraged them to be direct with regard to the opinion they held.

Self-designed questionnaire for Job Performance

The study held job performance high in regard; thus, to analyze the same a five-point scale was crafted. The numbers of questions in this questionnaire were 25 which aimed at estimating the performance of the teachers on the basis of seven factors. Once the motive behind the administration of the study was clarified, all the teachers who met the qualifying criteria were introduced to an informed consent. The information was

enclosed with the questionnaire, for the ease of participant. In accordance with the needs of the study, the data collected from the principals about the job performance of their teachers.

Qualitative data analysis

In the present study the qualitative analysis is used to know the in-depth thoughts of school principals about their transformational leadership style and to know prominent factors of transformational leadership among school principals. The present study also explores the issues and challenges of school principals while performing their chosen leadership styles. Thus present study qualitative analysis describes the transformational leadership phenomena in a greater detail.

Qualitative Sampling Technique

For qualitative data collection the intensity sampling technique was used by the researcher. After Quantitative data collection and analysis of the 100 school principals, 20 were selected on the basis of their transformational leadership score attained from MLQ (2004) by Bass and Avolio. For the sample principals scoring above average in quantitative analysis were selected for interview. This criterion of selection was adopted to explore transformational leadership issues among principals, in depth. In qualitative data collection the selected principals were interviewed and the descriptive responses were taken from the principals about their transformational leadership style.

Qualitative data collection Tool

In the present study structured interview was used to collect the data from selected school principal based upon MLQ tool developed of Bass and Avolio. It consists of 25

questions about the transformational leadership and its dimensions. All the questions were about the decisions taken by the school principals in different situations. (Annexure D)

Research Design

The research design of present research was quantitative and correlation. A correlation study is vital when it is of significance to establish a relationship between different variables (Creswell, 2005).The researcher relates the study with a correlation design because the data so obtained could be analyzed in a statistical manner and will help in determining the leadership style of school principals.

Multiple regressions are categorically a part of the correlation procedure which helps in the assessment of relationships amongst several variables, at once (Ary et al., 2014).With respect to the represent study, the data was obtained on the basis of two questionnaires which involved rating on the basis of two Likert scale questionnaires. The results so obtained were scrutinized in order to find whether the dependent variables were being affected by the leadership being exercised by the principal. The responses obtained by the MLQ were examined on the basis of the guide proposed by the author concerning the two questionnaires i.e. Job Performance and Job Satisfaction Scale. There were several tools which were applied on SPSS software and relied upon in order to analyze and interpret the results which include Regression, Chi-Square, ANOVA, and Mann-Whitney U Test .Furthermore, qualitative analysis was carried upon in order to strengthen the quantitative analysis and offer viable recommendations.

This chapter was involved in assessing the research methodology which incorporated the population, variables, and the procedure of research, instrumentation.