METHODOLOGY

In any field of research whether it is a science, social science, commerce and humanities etc., methodology plays a vital part in carrying out the study systematically and objectively to be more scientific in nature. Methodology is a total sum of techniques/ steps being carried out by researchers in order to find out the real dynamics operating for any problem or behavioural outcomes. Mounton and Maris (1993) defined methodology as “the logic of the applications of scientific methods to the investigations of the phenomenon”. It is a kind of decision making process in which researcher has to select the appropriate model, sampling techniques, measuring instruments and data analysis methods suitable for selected problem. However, the objectivity of the scientific investigation is contingent upon the accuracy of research methodology adopted by the researcher.

In the light of above said facts and nature of the present research, following steps were taken for enhancing the efficacy and objectivity of the study.

3.1 Sample of the Study :

This study is an attempt toward making Indian Organizations more effective and helping managers in realizing their full potentials. This study was undertaken to study the managerial personnel of different organizations/ company. The small portion of population (taken for investigation) possessing an average similar qualities and characteristics of the total population is referred as sample of the population. Mohsin (1984) contends that sample is the portion of the entire population or universe of a certain kind of objects. Thus, for making findings more generalized to over all population, it is essential that sample must possess almost all the qualities and
characteristics of the population or universe selected for the investigation. Moreover, the selection of the sample should be dependent upon the very objective of the research problem. In the present research focus has been given on managerial personnel of private and public undertakings of different organizations in relation to following variables such as Quality of Work Life, Ego-Strength, Job Attitude and Organizational Commitment.

Managers are the prestigious members of the organizations who formulate and implement organizational policies and plans and play crucial roles in the organizations. They act as a bridge between top management, subordinates and other lower level employees. Keeping in view the vital role of managers in the organization, the researcher found this workforce most suitable for the present investigation.

The sample of present research consists of a total of 300 managers, 150 each from private and public undertakings. They were randomly selected from different parts of Delhi and its NCR (National Capital Region). The data was collected from following private and public undertakings, Reliance, Airtel, Idea, Kingfisher, Britannia, Ultratech, Hero Honda, DLF, TMT, Maruti Suzuki, CMS, UTI Mutual Fund, Barclays Bank, Ottogon, Religare and MTNL, BSNL, NDPL, BHEL, GAIL, BRT, DDA, LIC, SBI, Allahabad Bank, IDBI Bank. etc. The methodology of the study was planned systematically keeping in view its lofty objectives.

3.2 Design of the Study :

The main functions of research design are to provide information for the collection of relevant evidence with minimal expenditure of effort and time. It depends mainly on the research objectives and hypotheses. Keeping in view the objectives and hypotheses of present research two group designs has been used in this endeavour.
3.3 Variables and Measures:

The behavioural sciences measurement has always been found and considered as a complex task and an inevitable means to understand human behaviour and experiences in a highly meaningful way. Among the various methods used in behavioural sciences, especially in psychology, questionnaire method (in understanding and gaining information about certain issues and problems) is considered as most convenient method. Pertaining to questionnaire, it is imperative to mention that without ascertaining the efficacy of the tools, reliable result cannot be obtained; therefore, standardization of the psychological tool is a necessary prerequisite. Standardization of psychological test involves item analysis its reliability and validity. For all practical purposes standardization of a psychological test in connection with its application is must.

The present research investigation incorporates four variables namely Quality of Work Life, Ego-Strength, Job Attitude and Organizational Commitment. The first three variables have been treated as independent variables and Organizational Commitment has been taken as dependent variable. A brief description of the measures/tools used in this study is presented in the following manner:

3.3.1 Quality of Work Life Scale:

A highly standardized Quality of Work Life scale conducted by Shawkat and Ansari (2001) was administered individually to each respondent of the sample. The scale assesses numerous dimensions of Quality of Work Life such as work itself; Employees’ participation; Physical working conditions; Union-management relations; Organizational climate; Inter-group relations (employees relation); Autonomy at work; Organizational Commitment; Supervisory relations (including trust); Clarity at
organization; Recognition; Economic benefits; Self-respect; Employees health and promotion. This questionnaire is consisting of 48 items in which 2 items have been negatively phrased hence, their scoring were made by reversing the score. Each item was rated on a 5-point Likert type rating scales ranging from strongly disagree to strongly agree (1-high disagreement, 2-disagreement, 3-neutral, 4-agreement and 5-high disagreement). The total score of the scale ranges from 48 to 240. High score is indicative of high Quality of Work Life while low score indicates low level of Quality of Work Life. The split-half reliability coefficient was found to be \( r = .70 \) which is highly significant. The Congruent validity of this scale was found to be \( r = .89 \) which is also highly significant.

3.3.2 Ego-Strength scale:

Indian adaptation of Barron’s Ego-Strength scale by Hasan (1974) was used to measure Ego-Strength of the sample of present research. The Ego-Strength scale comprised of 32 items with the two alternative response categories. The frequency of negative responses on the Ego-Strength scale indicates the degree of the Ego-Strength. The odd-even reliability of the adopted scale is found to be .78 (corrected). The test-retest reliabilities of the adopted scale were found to be .86 and .82 respectively. The validity of this scale was also found to be highly satisfactory.

3.3.3 Job Attitude Scale:

This inventory was developed by Srivastava (1999) to assess the extent of liking and disliking for various aspects of job such as job activities, work conditions, social relations, security and compensation etc. The statements of this scale also represents positive/negative attitude towards different dimensions of work. The scale comprises 15 true-keyed items. The 14 items of this scale are to be rated on four-point rating scale
i.e., absolutely true, Almost true, partially true, and False. The final item i.e. 15 item of this scale assess the frequency of the experience of overall satisfaction the employee feels with his/ her job as a whole, on 5-point scale i.e. Always, Quite often, Sometimes, Seldom, and Never. Item no.1,2,4,5,6,7,8,9,10,11,12,13,14 & 15 are true keyed whereas item no. 3is a false keyed item. Spilt half reliability of this scale was found to be .79. Validity of this scale has been established against the measures of job stress, job performance, and psychological well-being. The employee scoring high on Job Attitude scale scored significantly high on measure of job performance and psychological well being and low on measure of job stress.

### 3.3.4 Organizational Commitment Scale:

A highly standardized Organizational Commitment scale consisting of 15 items conducted by Shawkat and Ansari (2001) was administered individually to each respondent of the sample. Each item of this scale was rated on 7 point rating scale ranging from strongly disagree to strongly agree with a score 1 to 7 (1-strongly disagree, 2-moderately disagree, 3-slightly disagree, 4-neither agree nor disagree, 5-slightly agree, 6-moderately agree and 7-strongly agree). The two negatively phrased items were scored in reverse order. This scale is comprised of three important dimensions i.e., Affective Commitment, Continuance Commitment and Normative Ncommitment. High score obtained by subject is indicative of high commitment and low score is indicative of low commitment. The split half reliability coefficient of this scale was found to be r = .80 and the congruent validity r = .76 respectively.
3.4 Procedure of Data Collection:

The data were collected individually from each respondents of the sample. Before administering the tools, the investigator personally met with the subject and good rapport was established. Then, the investigator asked the subject to give their valuable response against each item of the scales without leaving any item unresponded. After collection of data scoring was done by the investigator himself according to the scoring key of each scale.

3.5 Statistical Analysis:

Once the data collected from the respondents, it requires certain kind of statistical treatment to reduce long wide-spread scores into intelligible and interpretable form, so that results can be easily and conveniently understood.

Different types of statistical techniques are available which can be sorted out for statistical treatment, keeping in view the nature and objectives of the research problem. In the present endeavor the research is aimed to see the “Influence of Quality of Work Life, Ego-Strength and Job Attitude on Organizational Commitment”. Therefore, Stepwise Multiple Regression Analysis method of statistics was found best suited for analyzing the data and obtaining the appropriate results. Multiple Regression method is quite flexible to access two or more predictors (independent variables) at a time to see their influence on criterion variable (dependent variable). This method not only tells us about the relationship between dependent and independent variables but also the nature of the relationship i.e., the contribution of predictors to criterion variables.

In the present investigation t-test was also computed to analyze the significance of difference between two groups of sample. t-test is the test of significance which
simply determine the level of significance difference between two groups of sample on certain measured variables. Therefore in the present investigation t-test was applied to see the significance of difference between managers of private and public undertakings on all the measured variables and their dimensions separately. Both the statistical tests were applied using Software Package for Social Sciences (SPSS).