CHAPTER TWO

DESIGN & METHODOLOGY
METHODOLOGY

The present study is designed to determine the level of job satisfaction, organizational commitment, personality type, and self-concept of bank employees in Iran and India. In this chapter the research procedures for this study are presented. The design of proposed research, participants, instrumentation, procedures, and method of data analysis are described.

The present research is correlational in nature and also casual-comparative study and it is intended to compare the bank employees of two countries (Iran and India). In correlational research design researcher observes and measures relationships between variables which occur naturally without any assistance. It does not justify specifically calling one variable as independent variable and the other as dependent variable. Thus, any statement about casual effects connects between the variables on a correlational study unwarranted, yet correlational study has its own worth. Present investigation is primarily focusing on the following variables:

Predictor variables:

1. Organizational Commitment
2. Personality Type
3. Self-concept

Criterion variable:

4. Job Satisfaction

2-1-Sample

In social science research the sample size and its selection technique plays signification role. Sometimes it becomes difficult to specify the sample size because it
varies from problem to problem of a proposed research. The researcher has to plan his research works by limiting its domain of his research investigation.

Sampling is a process of selecting a small part of a population assuming that it should be representing the characteristics of the population of which it is a part.

The adequate sample size and the method of selecting sample size from the population enable an investigator to draw meaningful conclusion and helpful in making generalization about the population from which the samples were drawn. In present research the sample size consist of 800 employees working in Bank that they currently serve as bank manager, executive manager, accountant, and cashier. There are 800 members (200 Managers, 200 Executive Managers, 200 Accountants, and 200 Cashiers) in this state organization and all were selected at random from Iran (Zahedan) and India (Aligarh) nationalized banks for this study. Their qualifications were diploma to post graduate (M.A. / M.Sc. / M.Com). They were well versed in Persian language for Iranian employees and English Language for Indian employees both. The age of the respondent was ranged from 19 to 59 with an average age of 37.58 years. Their monthly income converted in Dollars, Rials, and Rupees that ranged from $ 543.47 RLs. 5000000 or Rs. 23370, $ 489.13 RLs. (4500000 or Rs. 21032.60, $ 347.82 RLs. 3200000 or Rs. 14956.52) to $ 234.78 RLs. 4000000 or Rs. 18695.65, and with an average monthly income $ 403.8 (RLs. 4175000 or Rs. 19513.69). Their working experience ranged between 1 to 40 years with an average experience of 13.65 years. Both gender (male and female) were included in this research. They are comprised throughout the state and are the government branches which are the official state branches of Iran and India.
2-2-Tools Used:

Instruments used to collect data for this study were an Individual Information Form. The Individual Information Form was administrated to gather demographic information of the participants' age, gender, job position, education, salary, and job tenure. Participants were asked to provide professional information about their age, gender, position (manager, executive manager, accountant, and cashier), qualifications, salary, and job tenure. Consequent upon the participants were asked to complete the below questionnaires and scales as mentioned below.

2-2-1- Job Satisfaction Questionnaire:

The Job Satisfaction Questionnaire was developed by Singh (1989). There are 20 items and each item to be rated from very dissatisfied to very satisfied. Assigning: 1. means very dissatisfied, 2. means dissatisfied, 3. means neutral, 4. means satisfied, and 5. means very satisfied. The standardized alpha reliability was reported 0.96.

2-2-2- Organizational Commitment Scale (OCS)

The level of organizational commitment was assessed with the help of organizational commitment scale developed by Khan and Mishra (2003). The organizational commitment scale in consist of 18 items, with five alternative responses, namely, strongly agree, slightly agree, undecided, slightly disagree and strongly disagree.

The 18 items comprising the three sub-scales are affective commitment, continuance commitment and normative commitment. Affective commitment refers to employees' emotional attachment to identification with and involvement in the organizational. Continuance commitment refers to awareness of the costs associated with leaving the organization, and normative commitment refers to or reflects feeling
or obligation to continue employment.

The items in the sub-scales show their serial number as under:

<table>
<thead>
<tr>
<th>Components of organizational commitment</th>
<th>Serial No. of items constituting different areas in OCS.</th>
<th>Number of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective commitment scale</td>
<td>1, 2, 3, 4, 5, 6</td>
<td>6</td>
</tr>
<tr>
<td>Continuance commitment scale</td>
<td>7, 8, 9, 10, 11, 12</td>
<td>6</td>
</tr>
<tr>
<td>Normative commitment</td>
<td>13, 14, 15, 16, 17, 18</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>1 to 18</td>
<td>18</td>
</tr>
</tbody>
</table>

**Scoring of the Organizational Commitment Scale:**

Originally, the scale was 7 point Likert scale. The scaling was changed into 5 point scale with anchors labeled (5=Strongly Agree and 4=Slightly Agree, 3=Undecided, 4=Slightly Disagree, and 1=Strongly Disagree) considering the literacy level of population just being under or around matriculates. There were 4 negatively worded items three in affective commitment and one in normative commitment sub-scales. The negatively worded items are to be scored in reverse order. The responses of the identified items were added to generate individual commitment sub-scale score and all 18 items were added to generate overall organizational commitment score. Thus, the possible score for commitment sub-scales was 6 to 30 and overall organizational commitment scale from 18-90. High score indicates high intensity agreement and low score indicates low intensity agreement on the commitment dimensions in the organization.

<table>
<thead>
<tr>
<th>Organizational Commitment sub-scales</th>
<th>Item No.</th>
<th>Negative scoring items</th>
<th>Number of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Affective Commitment</td>
<td>1, 2, 3, 4, 5, 6</td>
<td>3, 4, 6</td>
<td>6</td>
</tr>
<tr>
<td>2) Continuance Commitment</td>
<td>7, 8, 9, 10, 11, 12</td>
<td>-</td>
<td>6</td>
</tr>
<tr>
<td>3) Normative Commitment</td>
<td>13, 14, 15, 16, 17, 18</td>
<td>13</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>1 to 18</td>
<td>3, 4, 6, 13</td>
<td>18</td>
</tr>
</tbody>
</table>
Reliability

There are different ways to measure reliability (Lord and Novick, 1968; Nunnally, 1978). Estimating the median reliabilities for affective, continuance, and normative commitment and overall organizational commitment scales appeared rational (Allen and Meyer, 1996). It can be seen that median coefficients for all of the 3 sub-scales ranged between 0.83 to 0.93 and the same for organizational commitment scale was found to be 0.87. All these coefficients were higher than as reported by Allen and Meyer (1996) and are significant at 0.001 level of significance.

2-2-3- Behavior Activity Profile – Personality Type-A Measure

Behavior Activity Profile – Personality Type-A Measure of personality developed by Matteson and Ivancevich (1982) was used to assess certain types of Behavior and Thought Patterns of Personal Characteristics. The scale contains 21 bipolar statements and each statement to be rated on 7 points rating scale scored from 7 to 1. The best answer for each set of description is the response that most nearly describes the way subject feels, behaves or thinks. The scale measures the three components of behavior pattern: Impatience (S), Job Involvement (J) and Hard Driving and Competitive (H). The items number 1-7 measures Impatience, the item numbers 8-14 measures Job Involvement and the item numbers 15-21 measures Hard Driving and Competitive. Total scores on these items represent a Global Type-A behavior.

Scoring

- A score of 122 and above represents Hard-core Type-A
- Score range from 99 to 121 reflects Moderate Type-A
- 90 to 98 represents Low Type-A
- 80 to 89 reflects Type-X
- 70 to 79 indicates Low Type-B
- 50 to 69 represents Moderate Type-B and
- Score of 40 and below represents Hard-core Type-B

The range of the score varied from 21-147 as a whole and separately to each dimension varies from 6-42, 8-56 and 7-49 for Impatience, Job Involvement and Hard Driving/Competitive respectively. Khan and Khan (2007) established the reliability of this scale by using test re-test method. The reliability of the dimensions: Impatience (0.64), Job Involvement (0.72) and Hard Driving and Competitive (0.75). The reliability of Total score representing global Type-A behavior was 0.71.

2-2-4- Self-concept Scale

The Self-Concept Scale was developed by Rastogi (1979) and this scale has 51 items and the items rating from strongly agree to strongly disagree. The 51 scale items include the following:

The self-concept scale has 10 constructs. Table 3-3 given below indicates items included in ten constructs:
### Table 3.3 Construct of Self-Concept * Along with Their Item Numbers*

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Constructs</th>
<th>Item Numbers</th>
<th>P</th>
<th>P</th>
<th>N</th>
<th>N</th>
<th>P</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Health and Sex Appropriateness</td>
<td>6, 20, 29, 22, 34 &amp; 46</td>
<td>P</td>
<td>P</td>
<td>N</td>
<td>N</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>2.</td>
<td>Abilities</td>
<td>4, 8, 12, 23, 36, 38, 39 &amp; 42</td>
<td>P</td>
<td>P</td>
<td>N</td>
<td>N</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>3.</td>
<td>Self-confidence</td>
<td>7, 9, 14, 16 &amp; 44</td>
<td>P</td>
<td>P</td>
<td>N</td>
<td>N</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>4.</td>
<td>Self-acceptance</td>
<td>2, 10, 17 &amp; 35</td>
<td>P</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Worthiness</td>
<td>1, 3, 19, 25, 27, 41 &amp; 48</td>
<td>P</td>
<td>N</td>
<td>N</td>
<td>P</td>
<td>N</td>
<td>P</td>
</tr>
<tr>
<td>6.</td>
<td>Present, Past &amp; Future</td>
<td>18, 22, 26, 31 &amp; 40</td>
<td>P</td>
<td>P</td>
<td>N</td>
<td>N</td>
<td>P</td>
<td>P</td>
</tr>
<tr>
<td>7.</td>
<td>Beliefs and Convictions</td>
<td>24, 47 &amp; 49</td>
<td>N</td>
<td>P</td>
<td>P</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Feeling of Shame &amp; Guilt</td>
<td>5, 13, 28, 30 &amp; 50</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Sociability</td>
<td>33, 37, 43 &amp; 45</td>
<td>N</td>
<td>P</td>
<td>P</td>
<td>N</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>Emotional</td>
<td>11, 15, 21 &amp; 51</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*The letters ‘P’ or ‘N’ below each item show the possessiveness or negativeness of the items.*

### Item Analysis:

**Content Validity:** The 103 items were given to 50 experts (14 psychologist, 6 social workers, 5 clinical psychologist and university teachers, teaching education and psychology) to rate them in terms of their degree of favorableness and un-favorableness on a nine-point rating scale following Thurston’s method of Equal Appearing Intervals (Edwards, 1969).

On the basis of the rating by experts, Q and scale values were determined for item and thus sixty items with low Q-values and having different scale values are selected so that the scale values of the items (in psychological continuum) are equally spaced.

**Item Discriminability:** The set of 60 items selected on the basis of experts’ rating method was further administrated to a sample of 400 respondents belonging to different
age, SES, occupation and sex. But for determining the discriminability of each item responses of only 342 cases could be analyzed. The respondents were asked to indicate their agreement or disagreement with each statement on a five-point rating scale. From this sample two groups (25% obtaining highest scores and 25% obtaining lowest scores) were extracted and 't' was worked out for each statement separately on the basis of responses of high and low scores (Edwards, 1969) 't' is, thus, an index of discriminability of the items.

**Homogeneity:**

Besides obtaining item discrimination value, homogeneity of items was also determined statistically. For this purpose each item was correlated with the total construct score (construct to which it belongs).

These two criteria (discriminability and homogeneity) were applied together to select the items further and those items with low 't' values and insignificant correlation coefficient were eliminated. Thus only 51 items out of 60 could be retained.

Further each total construct score was correlated with the total test score and all ten constructs were found to be significantly correlated (p<0.01 level) with total test score.

**Reliability:**

Reliability of the scale by split-half method following Spearman-Brown Prophecy formula was found to be 0.87.

**2-3- Procedure**

Procedures used in the survey followed a two-step process. This included the mailing a letter to supervisor and chairman of psychology department of A.M.U., Aligarh, and he gave authority letter to the bank managers to cooperate and help the
investigator in administering the scales and questionnaires to gather information for the purpose of research work.

**Letter to the Bank Managers**

An introductory letter endorsed by Chairman in the field of psychology was sent to all participants. The purpose of the letter was to describe the significance and purpose of the study, to encourage participation, and to discuss anonymity and confidentiality of survey response.

In the administration of the test bank managers were told about the utility of the study. All selected bank managers were contacted at a time and one by one the four questionnaires namely Job Satisfaction, Organizational Commitment, Personality Type, and Self-concept were administrated on them. These bank employees were asked to fill the questionnaires by themselves by carefully reading the instructions written on each of the questionnaires. Respondents were requested not to leave any item unanswered and were asked to give every and each response truly and if they feel any problem to respond in any item, they can ask without any hesitation. They were assured that their responses will not be judged as right or wrong but would be kept confidential and used for academic purpose only.

**2-4-Method of Data Analysis**

For determining the effect of organizational commitment, personality type, and self-concept on the relationship of job satisfaction, the regression and correlational analysis were computed; One Way ANOVA test and independent samples t-test were used to compare the difference of two countries (Iran and India) and demographic variables. All of the analysis has been done by SPSS.