

CHAPTER - 5

RESEARCH METHODOLOGY

5.1: Introduction

The present research work is desired to be undertaken on the basis of primary data to be collected from the respondents. The respondents in the present study are the followers of the mass leader Mamata Banerjee. The people of the state of West Bengal are the respondents in the study to give their feedback of the questionnaire. The data obtained from the feedback of respondents are processed following statistical methods with the objective of establishing the charismatic ability of mass leader Mamata Banerjee charismatic towards the growth.

The study primarily focuses on the dependent variable – charismatic ability of mass leader Mamata Banerjee towards achievement of growth and development of the state taking the support and cooperation of the people of state. The dependent variable takes into consideration collectively the different factors or predictors of charismatic leadership ability and these determinants or predictors have been termed dimensions. The study is unique in nature since no test of standardized data are applied establishing the role of charismatic mass leader Mamata Banerjee towards the progress and development of the state and motivating the people of the state towards the objectives.

5.2: Origin of Study

The present study, as discussed earlier in this work explores the leadership ability of leader following the leadership style being charismatic in nature. There several types of leadership style those a leader follows to get the followers motivated and dedicated towards the desired objective and goal are observed to be in existence and leaders follow one or the other in accordance with the need of the situation and objective to be achieved.

Present leadership style followed by leader to motivate the followers towards achievement of desired goals and objectives of development of the state is charismatic style of leadership.

The pattern or trend of growth under the leadership of leaders of the corresponding periods is desired to be studied and comparatively analysed in this research during its different spans or periods of time during last few decades and to be more specific the period in between the seventies of previous century and the present days of present century in this research work.

5.2.1: Role of Elements of charismatic leadership upon behavioural pattern of people towards the leader and achievement towards desired objective by leader

Individual Behaviour of a person towards leadership is influenced by four factors:

- i) Personal factors,
- ii) Organisational systems and resources,
- iii) Psychological factors and
- iv) Environmental factors.

The personal factors possessed by an individual are demographic in nature, like his age, sex, ability, education, marital status, etc. First two factors are what and how these are prevailing in the individual and the organization. Whatever an organization exists, its activities and responsibilities are shared by all organizational members. It is totally at discretion of management how best the organisation should run. Psychological factors partially can be developed but environmental factors are considered as it appears .

The different factors having role upon individual behavior or loyalty towards leader, leader of sector like organizational leader or social leader or corporate leader. The components of these factors may be stated as below:

1. Confidence
2. Compassion
3. Humility
4. Maturity
5. The substance (constructive contents in message to people)
6. Communication
7. Positive body language
8. Listening skill
9. Positive body language
10. Listening skill
- 11 Self-monitoring
12. Self-improvement

5.3: Role of Elements of Charismatic Ability upon Charismatic Mass Leader

The behaviour of an individual, as Mamata Banerjee in our case, is now proposed to be studied in perspective of being influenced by her charismatic abilities. All the dimensions of charismatic abilities are outcome of i) psychological and cultural values of an individual and ii) environmental factors upon an individual.

The dimension of charismatic abilities of leader are selectively chosen as below and considered for study in this existing research work. The selected dimensions are:

List of Dimensions

Dimensions: Name

Dimension 1: Ability to draw and enjoy support of mass

Dimension 2: Ability to earn devotion of mass

Dimension 3: Ability to enjoy admiration and uninterrupted trust of mass

Dimension 4: Possession of high value sense towards cause of people

Dimension 5: Ability to get work done as per desire and expectation

Dimension 6: Ability to influence mass that they perceive what mass leader wants and act accordingly

Dimension 7: Ability to perceive what people want and consequently able to make people perceive leader's sincerities to satisfy the desires and expectations of people.

Dimension 8: Leader creates a situation where leader can make people trust that leader is unique over affairs and interests of mass.

Dimension 9: High competence and commitment level

Dimension 10: Ability to exercise power and authority as per demand of situation and need of cause of mass

Dimension 11: Ability of leader to exercise transactional functions

Dimension 12: Ability of leader to exercise transformational functions

5.4: Research Design

We have defined our research objectives clearly. Research design is developed on the basis of the research objectives. In research design a complete guideline for data collection is explained here. Research Design contents are:

Selection of research approach:

For survey based research works, Two major classifications of research approaches – exploratory research and conclusive research - are considered. In present study, we resort both the approach.

Sampling plan:

For the existing research work probabilistic sampling is done. The probabilistic sampling plan includes simple random sampling.

Designing the Questionnaire:

A Survey with structured questionnaire is conducted for collecting primary data. The survey entails the limitation of questionnaire-based research survey.

5.5: Questionnaire:

As mentioned above twelve constructs of charismatic ability that influence and motivate the people to provide support to the leader towards achievement of desired goals and objective has been identified. These constructs are predictors of charismatic leadership and are considered to be dimensions of charismatic leadership and these dimensions are taken for study in this research work. Each of these twelve dimensions are presented with the help of four statements. The questionnaire contains altogether 48 statements (See Appendix -1). The questionnaire is divided into two parts. In the

first part, background data of the respondents are sought. In the second part, each respondent is asked to respond against all the 48 statements of the 12 dimensions related with role of elements of charismatic ability of leader upon achievement ability of charismatic mass leader.

However, the questioner containing (12×4=48) questions has been arranged as noted below or as noted in Appendix-II. The questions have been arranged as below so that the effect of any biasness, in case of respondents being subjected to such biasness; do not cumulatively influence any of the dimensions.

1. Ability to Draw and Enjoy Support of Mass:

(Items-1, 13, 25, 37)

The charismatic mass leader needs to make the people understand that the leader needs their support and accordingly the leader requires possessing charismatic power to motivate the people to draw their support.

2. Ability to Earn Devotion of Mass:

(Items-2, 14, 26, 38)

It relates to ability of mass leader to develop an inseparable bondage with the followers, an abiding with the mutual trust, faith and believe so that the mass charismatic leader earns an inherent devotion of mass, the followers.

3. Ability to Enjoy Admiration and Uninterrupted Trust of Mass:

(Items-3, 15, 27, 39)

To the people of a country, here in this work the state where the mass charismatic leader Mamata Banerjee keeps her position placed in a platform – the platform of fascination by the charismatic quality so that the leader enjoys overwhelming

longstanding recognition in the mind of mass, the recognition of admiration and prolong uninterrupted and unquestioned trust , faith and believe.

4. Possession of High Value Sense towards Cause of People:

(Items-4, 16, 28, 40)

To the mass leader with high charismatic quality, nothing is more valuable than the value of priority of cause of people. The leader acknowledges these to highest extent and recognizes with highest esteem these elements of causes of people –the people whom the leader leads.

5. Ability to Get Work Done as per Desire and Expectation:

(Items-5, 17, 29, 41)

Towards the mass charismatic leader the followers of the leader possess much of expectations and desires with respect to satisfaction of their coveted objectives and goals for which they trust and depend upon the leader as their savvier. The leader is to be able to satisfy and make fruitful these desires and expectations of the followers to reality.

6. Ability to Influence Mass that They Perceive What Mass Leader Wants and Act Accordingly:

(Itemms-6, 18, 30, 42)

The leader being charismatic mass leader requires to make realise and understand the people at large who are the followers that what they expect from leader and what they want the leader to do, the leader desires that to translate into reality only - the leader has no other purpose and the leader has got total competence and ability to do that. .

7. To Perceive What People Want and Consequently Able to Make People Perceive Leader's Sincerities to Satisfy Desire and Expectation of People:

(Items 7, 19, 31, 43)

The leader requires studying and understanding the expectations of his followers from him and leader should also have the ability to make the followers understand and realize that the leader fully well understands what the followers want from him and is totally concerned towards satisfaction of followers need and expectation to reality.

8 To Perceive What People Want and Consequently Able to Make People Perceive Leader's Sincerities to Satisfy Desire and Expectation of People:

(Items 8, 20, 32, 44)

The charismatic mass leader is to be successful in earning the trust and loyalty of the people towards his devotion towards cause of people. The leader should have the ability to own and earn unquestioned trust of people over his unique desire towards causes of affairs and interests of mass.

9. High Competence and Commitment Level:

(Items 9, 21, 33, 45)

The mass leader with charismatic ability is required to possess total competence and also commitment level for the followers who are committed to their leader. There should have mutual commitment and understanding in between these two sides.

10. Ability to Exercise Power and Authority as Per Demand of Situation and Need of Cause of Mass:

(Items 10, 22, 34, 46)

These items explain the ability of developing the facilities and making available of infrastructural resources along with authority and ability being available to leader in accordance with requirements of the situation. The situation and environment where the leader works for the people demand in many situations a very trying capability of leader regarding his authority and ability which may be called to be an element of capability in the power hierarchy where leader belongs and the leader requires to successfully meet the same.

11. Ability of Leader to Exercise Transactional Functions:

(Items 11, 23, 35, 47)

As discussed in earlier chapters, the leader requires undertaking very occasionally functions for the need of his leadership purpose which are transactional in nature, the leader should have proficiency for these.

12. Ability of Leader to Exercise Transformational Functions:

(Items 12, 24, 36, 48)

Also situations are not rare where the leader is to be transformational in nature and leader is required to perform the transformational roles also.

48 statements are designed in our Questionnaire to find the measure of factors of charismatic ability of leader. Necessary effort is made to make it descriptive in framing each statement of social and organizational reality. Additionally, while administering the questionnaire to respondents, their individual feelings are ignored and asked to report their perceptions on what is happening in the real social and organizational situations complying to the need and requirement of questionnaire set for.

In all feedback received from 350 respondents are considered for analysis in this study.

The respondents are requested to provide their perceptual feedback for each of these statements given in the questionnaire. Adjacent to each statement, five boxes are given which are marked with a number in starting from 1 to 5 to denoting five points of the relevance against each statement.

The relevance of points for respective magnitude of the response are set as:

- 1 - Rarely true
- 2 - Fairly true
- 3 - True
- 4 - Significantly True
- 5 - Very Much True

5.6: Statistical Tests

We have taken the help of

- i) Descriptive Statistics and
- ii) T-test

to conduct the analyse the data obtained through the survey. We have also applied descriptive analysis to achieve our research objectives.

Before we conduct the descriptive analysis of the data obtained from our research survey, we have done aggregation of data by transforming the item-score into dimension score. The statements used to measure each of twelve dimensions of factors

of charismatic leadership are aggregated to obtain a score for each dimension. Therefore 48 scores (ranging from 1 to 5) are reduced to 12 scores for each of the 12 dimensions. Naturally, the new scores range between 4 to 20 since we have used four items for each dimension. Our Analysis on present data has been carried out in the subsequent Chapters. Based on the analysis, we have reached to our findings and drawn necessary conclusion.