

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research methodology

This chapter is to study what is about research methodology according with this research. And also it discusses research design, target group, research instrument, data collection, data analysis, and summary of the research processes.

3.2 Research design

Research design of the study is that survey questionnaires distributed to leaders, second-line-leaders, managers, advisers, and the members of CEO in civil-societies including community based societies and non-governmental organizations. 75 leaders and second line leaders from 35 civil societies were examined through giving survey questionnaires which mainly focus on leadership styles and leadership characters and which properly basis on leaders' self-assessment as they have been leading in the societies. First, survey questionnaires examine two leadership style models of civil societies' leaders in Rakhine state, western Myanmar. The first is three predominant leadership style models and second five leadership grid models.

Firstly, by using survey questionnaires, three leadership style models are explored. There are as bellows;

1. Autocratic leadership style
2. Democratic leadership style and
3. Delegate leadership style.

Second leadership style deals with five leadership grid models which are able to distinguish the differences of leadership grid being led in the societies. What are five leadership grid models is as follow;

1. Authoritarian: strong on tasks, weak on people skills
2. Country club: strong on people skills, weak on tasks
3. Impoverished: weak on tasks, weak on people skills
4. Team leader: strong on tasks, strong on people skills and
5. Middle of the road: neither weak on tasks, nor strong on people skills.

In order to explore those types of leadership style models and leadership grids, researcher directly approach to different leaders and different civil societies from different places of Rakhine state, western Myanmar. Briefly explain about leadership styles regarding to this study, group discuss, questions and answers, and share survey questionnaires are what the researcher has done. The reality of individual culture and organizational behaviors made me very interesting

to be watched into deeper level. People in the Rakhine state are very honest living in simple-life. They have more talent even less skills and education they have. Collecting data ensure that the gap of leadership and the solutions are supported by pointing it out.

From educational perspective, the fact that people in Rakhine state have leadership crisis facing its problem for five decades and generation gap between old and young is very high situation. Traditional approach and modern educational approach to the society impact the positive and negative ways to socio-economic development and community development. To solve leadership crisis and to give clear answers to leadership problem of civil societies in Rakhine state, western Myanmar, this study could be a part of its effective solution. Therefore, survey questionnaires on leadership styles and leadership characters which relevance to leaders in societies, would be examined for methodology of the study.

The aim of this research was to investigate what leadership styles are being practiced by each leader regarding to demographics of civil societies including gender, age, education, and position in the Rakhine state, western Myanmar.

By using survey questionnaires, the research was investigated. The design of this study was a quantitative study. It was used a questionnaire into two parts; the first part is designed questionnaire to investigate leaders' demographics data according with gender, age, education, and position and second part is designed to determine levels of leadership styles and leadership characters of CSO leaders through three Kurt Lewin's leadership styles: autocratic leadership style, democratic leadership style, and delegative leadership style and leadership style models involve leadership grid where five leaders are identified.

3.3 Target group

For this study, survey questionnaires, group discussion, key information interviews are to investigate leaders and second-line leaders who are practicing different leadership styles in their societies of Rakhine state, western Myanmar.

75 leaders and second-line leaders, from 35 civil societies in which community based organization, faith-based societies, and non-government organization are included, are target of this study. According to leaders' talent, competency, attitude, and education background, leaders in various types of civil societies have being using different leadership styles are given survey questionnaires. These civil-societies had different size and members are not the same less or more. Among those members, leaders and second-line leaders were investigated their leadership styles.

They are as below;

Table2: Leaders and second-line leaders from 35 civil-societies

Leaders	Numbers	35 Civil-societies In Rakhine Western Myanmar
Leaders	31	
Second-line leaders	44	
Total	75	

3.4 Research instrument

The researcher constructed the questionnaires that based on lecturer review to explore leaders' demographics and civil societies' profile in Rakhine state, western Myanmar. The questionnaires were divided into two parts. In the first part, leaders' demographics including gender, age, education, and position are identified. And second part is used to investigate what leadership styles are being practiced in each civil society. In this part, the questionnaires divided into two parts: first part questionnaires for leadership styles and second part questionnaires for leadership characters.

In the first one of second part, the questionnaires are to identify three leadership styles: first autocratic leadership style, second democratic leadership style, and third delegative leadership style. In the second one of second part, the questionnaires are to explore five leadership style models that are being practiced by civil society leaders in Rakhine state, western Myanmar.

In the first part, there are 1-7 questionnaires which are to explore leaders' demographics: gender, age, education, and positions.

In the first one of second part, there are 30 questionnaires: 10 questionnaires are to identify autocratic leadership style, 10 questionnaires are to identify democratic leadership style, and the last 10 questionnaires are to identify delegative leadership style.

In the second one of second part, there are 18 questionnaires which are to identify five leadership style models: authoritarian, country club, impoverish, team leader, and middle of the road.

Table 3: Breakdown of survey questions (Leadership styles)

Part	Components	Survey questionnaires
Part 1	Leaders' demographics	1-7
Part 2	Autocratic leadership style	10
	Democratic leadership style	10
	Delegative leadership style	10
	Five leadership style models	1-18

The answers from leaders and second-line leaders were taken through group discussion, key information interview and given survey questionnaires. Those group discussions are regarding to leadership theories especially about three Kurt Lewin leadership styles and five leadership styles models. 75 leaders and second-line leaders from 35 civil societies participated in this survey questionnaires.

Each question had 1-5 scoring formula given accordance with satisfactions of CSO leaders. Score range are as a following score systems;

1. Almost always true
2. Frequently true
3. Occasionally true
4. Seldom true
5. Almost never true

What leadership styles are being practiced in civil-societies of Rakhine state, western Myanmar, is to be identified with above score range system. It would investigate 1-48 questions. The participant with his or her satisfaction given score "5" or the core 4.51-5.00 meant was very positive. In the other hand, a score given "1" the core 1.00-1.50 meant was very negative regarding to statements on the questions. For leadership styles of civil-societies, interpretation and scales were used in detail on below table.

Table 4: interpretation and scale for leadership styles

Satisfactions	Score	Interpretation	Scale
Almost always true	5	Very positive	4.51-5.00
Frequently true	4	Positive	3.51-4.50

Occasionally true	3	Natural	2.51-3.50
Seldom true	2	Negative	1.51-2.50
Almost never true	1	Very negative	1.00-1.50

3.5 Data collection

This study paid an attention on leaders who have been practicing different leadership styles in their civil-societies. To collect data, there are three parts: group discussion, key information interview, and presentation and survey questionnaires were done. The researcher directly went to research area, Rakhine state, western Myanmar in where civil-societies in different sectors like education, health-care and community development, are running in whole Rakhine state. By approaching to them directly the data was collected into three procedures.

The first time in 15-25 December 2014 went to research areas, Rakhine state, western Myanmar and I with some leaders of civil societies met and discuss how to give leadership in society. Some leaders were interviewed regarding three leadership styles. Then, presentation and questionnaires were got done. In that time, 54 leaders from 23 civil-societies were identified.

The second time in 25 September 2015 through my friend who is working social-welfare in Rakhine state as being leader, 21 leaders from 17 civil-societies were added needed questionnaires. Two times in total the researcher enabled that 75 leaders from 35 civil-societies were identified due to reach what a research needed.

3.6 Data analysis

To analysis collected data, this study used below statistical methods which is concerning with three objectives. Each objective was analyzed due to make clear what leaders' demographics are, who has what leadership styles, and what its positive and negative impacts are. The statistical methods are as following;

First objective of this study was analyzed by using frequency, percentage to identify leaders' demographics of civil societies which are including gender, age, education, and position in Rakhine state, western Myanmar.

Second objective of this study was analyzed by using means and standard deviation in order to investigate leadership styles of civil societies in Rakhine state, western Myanmar.

And third objective of this study was analyzed by using independent simple test due to explore what the impacts of being practicing leadership styles are in civil societies of Rakhine state, western Myanmar.

Table 5: Summary of the research process

Research objectives	Sources of data or sample	Research instrument	Data analysis	Results
<p>To investigate the leaders' demographic factors such as gender, age, education, and position in Rakhine state, western Myanmar.</p> <p>To explore different leadership styles that are being practiced in the civil societies of Rakhine state, western myanmar</p>	<p>The research conducted leaders from civil-societies in Rakhine state, western Myanmar.</p>	<p>Questionnaires</p> <p>Part 1 Demographic</p>	<p>Frequency percentage</p>	<p>Leaders' demographic with gender, Age, education, and position in civil-societies in Rakhine state, western Myanmar.</p>
		<p>Part 2</p> <p>First one</p> <p>Three leadership styles:</p> <p>-Autocratic -Democratic -Delegative</p>	<p>Mean standard deviation</p>	<p>Leadership styles in civil-societies of Rakhine state, western Myanmar.</p>
<p>To realize positive and negative impacts of their leadership styles in current civil societies of Rakhine state, western Myanmar</p>		<p>Part 2</p> <p>Second one</p> <p>Leadership characters</p>	<p>Independent simple T tast</p>	<p>Leaders' demographics: gender, age, education, and positions, were not more difference but their leadership styles and characters were significant difference found in civil-societies of Rakhine state, western Myanmar.</p>