CHAPTER 3: METHODOLOGY

This chapter presents the planned research design and methodology used for this study and will explain why this approach has been adopted. A detailed examination of the research objectives will be given as well as a statement highlighting the research aim. Theoretical understanding of research methods and techniques will be integrated, incorporating a definition of ‘market research’ and a detailed model illustrating the research process. A detailed debate will be given debating the use of primary and secondary research and subsequently the use of qualitative or quantitative data. Various methods of data sampling will be discussed before detailing how the data collected will be analysed. Finally the limitations of the research methodology will be defined before the chapter is concluded giving a summary of all justified chosen research methods.

This research study is designed to analyze the relationship between the dimensions of the transformational leadership (TL) of middle managers and performance of frontline employees. Gall, Gall, and Borg (2002) stated that the purpose of all research is to understand. We pursue answers to the questions; we investigate variables to come to a greater understanding of the world in which we live. Babbie (2001) stated that there are three major components of the activity of understanding. Those include observing and describing, discovering regularities and order, and formalizing and generalizing the regularities. As we observe and describe occurrences, we find order and that order helps us generalize and form theories. Social science research has been described as having these three purposes: measuring social phenomenon, discovering social regularities, and creating social theories (Babbie, 2001). This is the process of scientific inquiry.
This study fit this model. It describes the levels of each variable in the workplace and, through that; the author seeks to better understand the phenomenon of participation and its related variables. The author attempts to uncover and explain relationships or patterns between these variables. The use of a simple random sample facilitated generalization of the results to the larger population. The method chosen for this study is survey research. This study includes two questionnaires; one to measure middle managers’ TL behaviors and one to measure frontline employee performance. The following is an introduction of this method and a defense of its appropriateness for this project.

As supported by the literature review in chapter 2, the relationship between transformational leadership and employee performance provides evidence to infer that leadership factors (communicating the vision, being a role model to subordinates, intellectual stimulation, individualized consideration, mentoring, motivating the employees and achieving group goals) affect employees performance. Leadership behaviors influence the organizational culture and job outcomes in the business environment. Leaders function as mediators in developing a sense of shared goals between the organization and professionals. Leadership behaviors such as communicating the vision, being a role model to subordinates, intellectual stimulation, individualized consideration, mentoring, motivating the employees and achieving group goals influence hotel’s employees’ performance and performance of the organization (Bono and Anderson 2005; Kouzes and Posner, 2002; Avolio, 2010; Aragón-Correa, García-Morales and Cordón-Pozo, 2007; Antonakis and Atwater, 2002).

Reports of prior research investigating the influence of leadership on organizations and employees provides evidence to support the inference that transformational leadership behaviors positively influence job outcomes of employees (Dvir, Avolio and Shamir, 2002; Chen, and
Aryee, 2007; Bass, Waldman, Avolio and Bebb, 1987; Bass, Avolio, Jung and Berson, 2003; Bass, 1985). A lack of empirical investigation of the relationship between leadership behaviors and employees performance suggests that an opportunity exists to identify leadership behaviors perceived to influence the work environment and relationships between middle manager leaders and hotel’s frontline staff.

This chapter describes the procedures used to conduct the study. The objectives of this chapter are to explain the appropriateness of the research design, to describe the characteristics of the population and sample for the study, and to define the predictor and criterion variables. The discussion will identify the research instrument, describe the reliability and validity of the instrument, explain how statistical analysis of the data gathered through the current study measured the relationships between the predictor and criterion variables, and define the methods used to collect and analyze data.

**Purposes of the Study**

The purpose of this quantitative, correlational research study was to assess the transformational leadership skills exhibited by middle managers and examine the relationship between their transformational leadership behaviors influencing performance of the frontline staff. The study obtained the perception of transformational leadership behaviors exhibited by middle managers survey of a random sample of 50 middle managers working in twenty 5-star hotels in the United States. The predictor variables of the current research study, namely specific transformational leadership behaviors exhibited middle managers, describe the middle managers’ perceptions of exhibition of the following skills of transformational leadership: (a) communicating the vision, (b) being a role model to subordinates, (c) intellectual stimulation,
(d) individualized consideration, (e) mentoring, (f) motivating the employees and (g) achieving group goals. The study assessed the criterion variables of job performance of hotels’ frontline staff by investigating the factors that determine the performance of an employee.

**Data Collection Technique**

Research Methodology is an essential part of any research. According to Scanlan (2001), research methodology is a systematic way in which data is collected so research question can be answered. In simple words, research methodology is a plan that takes researchers from setting up research questions till finding answers to them (Sanchez, 2006).

**Secondary Research**

The research aimed to provide realistic information. The secondary data were collected from various sources which are academic journals, e-books, newspaper, magazines and trade publications, periodic reports of companies, blogs and government publications. According to Kumar (2007), secondary data gathers more valuable data than may be gained by a limited research. Secondary research provided latest theoretical and academic information about the study. Creswell (2005) defined secondary research as a ‘desk study’ and research is obtained from other (already published) sources (p. 49). Cooper and Schindler (2003) defined secondary research as the collection of information all ready available regarding a specific topic. This can be obtained from graphs, tables or opinions made based on a collection of previous data enabling the writer to understand and analyse what others have written on the subject. The author has tabulated the advantages and disadvantages of the secondary research.
Table 1 - Table: Advantages and Disadvantages of Secondary Research

<table>
<thead>
<tr>
<th>ADVANTAGES</th>
<th>DISADVANTAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Cheaper and faster than primary research.</td>
<td>▪ Does not provide up-to-date information.</td>
</tr>
<tr>
<td>▪ Accessibility to previous numeric sources.</td>
<td>▪ Large range of data make difficult to analyse.</td>
</tr>
<tr>
<td>▪ The researcher can collect only his/her needs.</td>
<td>▪ Difficult to find data that related to the topic.</td>
</tr>
<tr>
<td>▪ Takes less time than primary research.</td>
<td>▪ There is a limited control of the data.</td>
</tr>
<tr>
<td>▪ Easy to find sources.</td>
<td></td>
</tr>
<tr>
<td>▪ Provide more detailed information.</td>
<td></td>
</tr>
<tr>
<td>▪ Low cost.</td>
<td></td>
</tr>
</tbody>
</table>

Source: Created by the author (2010)

This research is founded on the secondary data. The research encompasses the publications, articles and similar studies accessible on the internet (Cohen, Cohen, West and Aiken, 2003). Keeping in view the approach taken in earlier studies the research began with a broad analysis of the existing literature. The findings & conclusions are based on the secondary data. The methodology used for the purpose of this research is based on the secondary data (Cooper and Schindler, 2003). This research is more or less based on the literature review & the
conclusions are drawn on the basis of actual resources listed in the references (Cohen, Cohen, West and Aiken, 2003).

The method of investigation used, consists of a theoretical framework of secondary data by reviewing the current position of the photography practices as used in the courtroom presentations (Cohen, 1988).

Secondary research was conducted through a number of sources, including libraries & the Internet. A number of libraries were visited for gathering valuable data from textbooks & journals (Books LLC, 2010). The Internet was also a major tool in obtaining relevant information, leading to search for a no. of articles in journals & newspapers from database (Cooper and Schindler, 2003). To prove the hypothesis, a research was conducted with the help of a three-step process which involved construction of an item pool, validation of the items, & pilot testing of the items. Also the data have been gathered through various sources out of which some are on line while some are on paper (Cohen, Cohen, West and Aiken, 2003).

The main conclusive data are the result of a thorough analysis of the material found online. The research involved analyzing the news postings on the web over a phase of years (Cohen, 1988). The approach employed was reading the abstract or body of each publication (Balnaves and Caputi, 2001).

This type of research is often less costly than surveys and is extremely effective in acquiring information. It is often the method of choice in instances where quantitative measurement is not required (Scanlan, 2001). The research encompasses the publications, articles and similar studies accessible on the internet. Keeping in view the approach taken in earlier studies the research began with a broad analysis of the existing literature. The findings & conclusions are based on the secondary data (Sanchez, 2006).
The methodology used for the purpose of this research is based on the secondary data. This research is more or less based on the literature review & the conclusions are drawn on the basis of actual resources listed in the references (Podsakoff, MacKenzie, Lee and Podsakoff, 2003). Qualitative research measures what it assumes to be a static reality in hopes of developing universal laws (Neuman, 2005). Qualitative research is an exploration of what is assumed to be a dynamic reality. It does not claim that what is discovered in the process is universal, and thus, replicable. Common differences usually cited between these types of research include (Kumar, 2007).

**Search Technique**

Libraries including online databases were accessed to get the most relevant and updated literature. Some of the online databases that were used are: EBSCO, Emerald, Blackwell, etc.

The main conclusive data are the result of a thorough analysis of the material found online. The research involved analyzing the news postings on the web over a phase of years. The approach employed was reading the abstract or body of each publication (Hoy, 2010).

**Literature Search**

The criteria of selection for literature were relevance to the research topic and year of publication. Both public and private libraries as well as online libraries were visited to access data. Some of online databases that were accessed are Ebsco, Questia, Emerald, Phoenix and so on. These data bases enable access to many libraries that contain a plethora of information and recent knowledge about the concerned topic. Also the data are mostly peer-reviewed and validates (Creswell, 2005).
The technique of library research and indexing was employed which utilizes similar texts written on the subject and incorporate them into the dissertation. Also help was taken from various surveys and data gathering organizations which conduct research on a recurrent pattern on a variety of topics, for example Gallup and AC Nielsen (Cooper and Schindler, 2006).

It is easy to find and collect secondary data, however, one needs to be aware of the limitations the data may have and the problems that could arise if these limitations are ignored.

i. Secondary data can be general and vague and may not really help companies with decision making.

ii. The information and data may not be accurate. The source of the data must always be checked.

iii. The data maybe old and out of date.

iv. The sample used to generate the secondary data maybe small.

v. The company publishing the data may not be reputable.

Research in any field including construction, is a collective human endeavor to discover the truth. Construction research helps in outlining the problems and strives for a solution (Cooper and Schindler, 2003).

The preliminary study was undertaken through Desk Research, which covered several topics relevant to study, as seen in the literature review. Information was gathered from numerous sources such as books, publication journals, magazines, and websites (Books LLC, 2010).

According to Davies (2007) there are advantages of secondary data:

i. Ease of Access

ii. Low Cost to Acquire
iii. May Help Clarify study Question
iv. May Answer Research Question
v. May Show Difficulties in Conducting research

The following are disadvantages according to Cohen, Cohen, West and Aiken (2003)
i. Quality of Researcher
ii. Not Specific to Researcher’s Needs
iii. Inefficient Spending for Information
iv. Incomplete Information
v. Not Timely

People related to the industry have to take instant decisions which should be informed ones and therefore, they need to be involved in research. An important thing for a researcher, however, is to find out the best way to investigate the never ending questions and problems in the field ((Cooper and Schindler, 2006).

*Inclusion and exclusion criteria*

The following criteria were used to search databases, magazines and websites. Research should be:

a. The public method reconsiders model, meta-analysis, consideration of other publications, research, assessment, randomized controlled trials, browse research assistance;
b. Focuses on the telecommunication companies that operate globally.
c. Concentrated on the information that was reliable and validates with the latest statistics
**Additional Online searches**

Both public and private libraries as well as online libraries will be visited to access the data. Some of the online databases that will be accessed are Ebsco, Questia, Emerald, and phoenix and so on (Cooper and Schindler, 2003).

**Primary Research**

Primary research is flexible for controlling information and it is created by the author. Surveys, interviews and observations etc. can be included in primary research methods. Researcher need be careful when collecting primary data, because it should be recent, unbiased, relevant and accurate (Cohen, Cohen, West and Aiken, 2003). Creswell (2005) classifies primary research approaches as ‘fieldwork’. Primary research brings many advantages like new and current information for the researcher as they have directly found it. Primary research or field research is often much clearer if the researcher has studied similar secondary research in this area (Scanlan, 2001). It also gives the researcher greater control over their findings and unlike secondary data it is very current. Primary research is however time consuming too (Sanchez, 2006). The advantages and disadvantages of primary research has been considered and tabulated by the author.
Table 2 - Advantages and Disadvantages of Primary Research

<table>
<thead>
<tr>
<th>ADVANTAGES</th>
<th>DISADVANTAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Gathers updated information.</td>
<td>▪ High cost of collecting data.</td>
</tr>
<tr>
<td>▪ Specific to the aim.</td>
<td>▪ Long time for data collection.</td>
</tr>
<tr>
<td>▪ Gathers confidential results.</td>
<td>▪ May have unrealistic results.</td>
</tr>
<tr>
<td>▪ There is no time consuming.</td>
<td>▪ Difficult to find respondents.</td>
</tr>
<tr>
<td>▪ It is mostly accurate in order to</td>
<td></td>
</tr>
<tr>
<td>have reliable information.</td>
<td></td>
</tr>
</tbody>
</table>

Source: Created by the author (2010)

As stated by Podsakoff, MacKenzie, Lee and Podsakoff (2003) field research is split into two different categories, Quantitative and Qualitative, the elements of each are described in the following sections. Primarily, refer to table 3 for a comparison of both research approaches.
<table>
<thead>
<tr>
<th></th>
<th>Quantitative</th>
<th>Qualitative</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Framework</strong></td>
<td>Seek to confirm hypothesis about phenomena</td>
<td>Seek to explore phenomena</td>
</tr>
<tr>
<td></td>
<td>Instruments use more rigid style of electing and categorizing responses</td>
<td>Instruments use more flexible, interactive style of electing and categorizing responses to questions</td>
</tr>
<tr>
<td></td>
<td>to questions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Use highly structured methods such as questionnaires, surveys and structured</td>
<td>Use semi-structured methods such as in-depth interviews, focus groups, and participant observation</td>
</tr>
<tr>
<td></td>
<td>observations</td>
<td></td>
</tr>
<tr>
<td><strong>Analytical objectives</strong></td>
<td>To quantify variation</td>
<td>To describe variation</td>
</tr>
<tr>
<td></td>
<td>To predict causal relationships</td>
<td>To describe and explain relationships</td>
</tr>
<tr>
<td></td>
<td>To describe characteristics of a population</td>
<td>To describe individual experiences</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To describe group norms</td>
</tr>
<tr>
<td><strong>Question format</strong></td>
<td>Closed-ended</td>
<td>Open-ended</td>
</tr>
<tr>
<td><strong>Data format</strong></td>
<td>Numerical</td>
<td>Textual</td>
</tr>
<tr>
<td><strong>Flexibility in study design</strong></td>
<td>Study design is stable from beginning to end</td>
<td>Some aspects of the study are flexible</td>
</tr>
<tr>
<td></td>
<td>Participant responses do not influence or determine how and which questions</td>
<td>Participant responses affect how and which questions researchers ask next</td>
</tr>
<tr>
<td></td>
<td>researchers ask next</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Study design is subject to statistical assumptions and conditions</td>
<td>Study design is iterative, that is, data collection and research questions are adjusted according to what is learned</td>
</tr>
</tbody>
</table>
Quantitative

Sanchez (2006) suggests a good way of distinguishing between the two is by focusing on the concept of numeric or non-numeric data. Podsakoff, MacKenzie, Lee and Podsakoff (2003) also insinuate this by suggesting quantitative data techniques are considered to be data condensers and qualitative methods, by contrast, are best understood as data enhancers. Additionally, Kumar (2007) describes quantitative research as quantifiable data – hard, reliable, and measurable.

Quantitative research can be one of the following:

- Structured Questionnaires
- Structured Interviews
- Laboratory Tests
- Analysis of Statistical Data

Quantitative research takes a far more structured approach with the aim to examine the relationships between theory and numerical data (Neuman, 2005) making it less flexible. Quantitative research tends not to be as informative or direct as qualitative research. However it is much less time consuming and more cost effective than qualitative. In marketing quantitative research is mostly seen in the form of surveys and questionnaires where the consumer has a selection of answers to choose from (Podsakoff, MacKenzie, Lee and Podsakoff, 2003). Questionnaires are often used in marketing to gain a consensus on a certain brand (Kumar, 2007). They can be administered face-to-face, postal or more recently electronically. They are not as informative as direct interviews but they do provide the researcher with a rationale regarding a specific subject (Hoy, 2010).
Qualitative

In contrast, qualitative is used predominantly as synonym for any data collection technique (such as an interview) or data analysis procedure (such as categorizing data) that generates or uses non-numerical data. Qualitative research is predominantly a synonym for any data collection technique (such as an interview) or data analysis procedure (such as categorizing data) that generates or uses non-numerical data (Books LLC, 2010).

Qualitative research can be one of the following:

- Interviews
- Focus Groups
- Diaries or Journals
- Case Studies

Cooper and Schindler (2003) verify Saunders perspective write extensively on qualitative data analysis and state that the focus is in the form of words – in the case of this thesis, words that stem from conducted interviews. They state these words require processing and consider the processing stage a form of analysis. Cooper and Schindler (2006) similarly write the method emphasizes words as opposed to numbers, building a theory out of research. Creswell (2005) describe qualitative research as being ‘subjective and exploratory in nature’ conveying focus on experiences. Focus groups are among the most readily used information gathering techniques by practitioners as they allow the researcher to directly collect information related to their projects (Cohen, Cohen, West and Aiken, 2003). Furthermore, qualitative research takes the form of an unstructured approach giving the researcher flexibility and the ability to achieve in depth research through the thoughts and opinions of respondents (Creswell, 2005). The interview technique is particularly effective for gathering in depth information and opinion from
respondents, “it is a face-to-face interpersonal role situation” (Davies, 2007, p. 214). They are extremely useful when the interviewer needs further clarification as to why the respondent has answer the way they have, ‘requires more than a yes or no’ answer (Hoy, 2010, p. 32).

Interviews can take three forms; structured, unstructured and semi structured. Echambadi, Campbell and Agarwal (2006) writes that qualitative interviews are less structured than those undertaken in quantitative research.

Justification for Chosen Method

The author decided against using qualitative research since researcher wants statistical truth and not just assumptions based on situations observed from the society. The dominant methodology in the quantitative approach is to describe and explain features of the objective reality by collecting numerical data on observable behaviors of samples and by subjecting these data to statistical analysis. According to Creswell (2005), “neutral, scientific language” (p. 124) must be used in quantitative research in pursuing exact facts. This means that the research itself must be expressed by universally acceptable digits. In this approach, in order to make generalisability, objectivity of the research is emphasized by using neutral scientific language.

Research philosophy and Approach

The research philosophy used in this research is Realism. The philosophy of realism says that reality exists but there are a large number of forces in the social environment that affect peoples’ perception about reality. Furthermore, realism also state that an objective reality exists, which is separate from own understanding of the reality. The philosophy of realism is shares some similarities with positivism as it takes the same approach to study the social and natural
world. Furthermore, like positivism, one of the objectives of realism is to uncover truths or rules about the natural and social world. Thus, realism argues that there is a quantifiable social reality that directly impacts individuals and therefore the rules that govern this type of reality need to be discovered.

Cooper and Schindler (2003) states there are numerous research approaches dependant upon the nature of study. Creswell (2005) defined the term ‘paradigm’ as a collection of beliefs that act as a guide for researchers as to what to research and how to interpret it. Davies (2007) took a similar approach. Cooper and Schindler (2003) defined the methodological paradigm as a research process based on a set or system of methods, principles and rules used in any given discipline. The following two paradigms are major research approaches:

- Post-positivism
- Interpretive

A positivist approach is where the researcher does not become involved with the research. Instead they lead and oversee it (Scanlan, 2001). Post-positivism research encourages both the researcher and the participant to learn from each other (Sanchez, 2006).

An interpretive research approach is learning through the opinions of people (i.e. interviews, focus groups) rather than a scoring method (Podsakoff, MacKenzie, Lee and Podsakoff, 2003). Neuman (2005) suggests interpretivism is an epistemological perspective that requires the researcher to adopt an empathetic stance. It provides a challenge for the researcher to understand their research subject for their point of view (Sanchez, 2006). A key concept aiding the popularity and acceptance of interpretivism is phenomenology; a philosophy concerned with making sense of research setting aside any pre-conceptions (Podsakoff, MacKenzie, Lee and Podsakoff, 2003). An interpretive approach is necessary in this thesis, as the researcher feels that
the positivist stance does not mirror real life business and management situations. Furthermore, the aim of this research is to uncover new insights and views on the subject of digital marketing and it’s effectiveness within SMEs with opinions achieved from experienced marketing consultants therefore an interpretive approach would in the authors opinion, facilitate better research findings.

The research approach is achieved by deciding between a deductive or inductive approach (refer to Table 4 below).

**Table 4 - Inductive V’s Deductive**

Source: derived from Kumar (2007)

Deductive research involves the researcher starting with a general idea with the aim to get more specific by the end of their research. This as Hoy (2010) found is informally known as the
top down approach. The researcher begins with the theories followed by their own observations and finally a confirmation. The ‘waterfall’ effect goes from the beginning ideas, where the researchers would apply the theory as a means of comparing their own findings, to their own research. This is to determine if in fact previous academics are correct, Neuman (2005). Inductive research follows the opposite ‘bottom up’ path as the researcher begins with their observations. This means the specific start will become more general as the researcher would need to compare to theories and findings of other academics at the end of their own findings (Scanlan, 2001). Kumar (2007) found this approach involves a degree of uncertainty from the researcher. Deduction has the purpose of explanatory theory testing with induction containing the extrapolation from the data insights into human behaviour.

This paper shall follow a deductive research approach since the theoretical models discussed in the literature review are core to this research. Figure 4 compares and contrasts the two methods justifying why a deductive approach should be taken. The qualitative-quantitative debate has lead many to believe that quantitative research is confirmatory and deductive in nature and qualitative research is exploratory and inductive in nature (Neuman, 2005). The definitions of qualitative and quantitative data will be discussed in the next section as well as clearly identifying the adopted research methods.

**Research strategy**

As conducting a deductive research, data has to be collected in order to test the predetermined hypothesis. Survey is frequently used to answer who, what, where, how much and how many questions that results are derived from a large amount of data from a sizeable
population. Therefore, survey is useful for research on this application as the team is going to find out how sufficient the positive response is in order to prove the hypothesis is correct.

**Research Design**

In order to address the research problem and answer the research questions indicated in Chapter 1, a quantitative method approach will be the most appropriate for this study. The aim is to explore participants’ views of impact of middle manager’s leadership on the performance of the frontline employee. Data gathered will aid in developing a questionnaire to explain the relationship between middle manager’s leadership and frontline employee’s performance. The variables included will be leadership skills and employees performance determinants. A different sample from the identified population will receive the questionnaire. Cooper and Schindler (2006) argued that survey research can go beyond the initial observation of a correlation between two variables and examine the role played by several intervening variables. With this study, the author will seek to understand a number of variables simultaneously and will be interested in discovering any positive or negative relationship between them. Survey research clearly gives me the best opportunity to uncover these characteristics and compare their strengths, impact, and relationships.

The current study identified specific transformational leadership skills displayed by hotels’ middle managers that contribute to performance of the front employees working at those hotels. The study addressed the central question: What is the impact of transformational leadership by middle managers on the performance of frontline employees? To address this question, the research study investigated the relationships between leadership skills of middle
managers, as described by the researchers (Antonakis and Atwater, 2002), and job performance in terms of work knowledge, technical skills and productivity.

Overview of Quantitative Research Approach

Quantitative research uses scientific methods to investigate phenomena and address issues and problems (Davies, 2007; Sanchez, 2006). These methods utilize an objective manner that enhances the reliability of the information and reduces biases (Davies, 2007; Sanchez, 2006). Qualitative research answers questions and explores new knowledge in a natural environment (Creswell, 2005; Davies, 2007; Sanchez, 2006). This approach attempts to understand all aspects of people’s behaviors, attitudes, and experiences (Davies, 2007; Sanchez, 2006). To address the research questions, the qualitative approach depends on four main data collections strategies: participation, observation, interviews, and analysis (Davies, 2007).

Appropriateness of Design

A review of prior research on leadership and employee performance in provides evidence that quantitative are useful in studying these issues. The intent of this research study was to use previously defined leadership style, namely transformational, and previously defined determinants of performance of frontline employee to investigate the relationships between transformational leadership skills of middle manager and the performance of frontline hotel employees. Reports of scholarly research in the areas of transformational leadership and employee performance show extensive exploration and explanation of leadership behavior and factors contributing to higher employee performance in many industries (Cook, 2004; Parsons and Stonestreet, 2003; Robbins et al., 2001; Wieck et al., 2002). The extent of prior research
investigating transformational leadership behaviors and employee performance provides the basis for variables to use in development of a quantitative research study to investigate relationships between these variables.

The survey method is one type of quantitative research methodology. Researchers use the survey method to gather data through the administration of surveys to a random sample of a population (Creswell, 2005). Two types of survey methods exist: (a) cross-sectional and (b) longitudinal. Cross-sectional surveys investigate issues in a diverse population to discover attitudes, beliefs, opinions, or practices within or make comparisons between specific groups. Cross-sectional research is practical when investigating variables that are not time sensitive within a large population (Leedy & Ormrod, 2001). Longitudinal methods study issues within a specific population over a specified period. Longitudinal studies typically involve gathering the same data at pre-established intervals over several months or years (Creswell, 2002; Leedy & Ormrod, 2001). The intent to gather data from a random sample of frontline hotel professionals working in 5-star hotels across the United States supported the use of a cross-sectional research method for the current research study. In section one of the survey instrument, the study evaluated the predictor variables of transformational leadership behaviors exhibited by middle managers in the context of (Aragón-Correa, García-Morales and Cordón-Pozo, 2007) (see Appendix A). The questionnaire describes the transformational leadership skills. Transformational leadership includes behaviors (communicating the vision, being a role model to subordinates, intellectual stimulation, individualized consideration, mentoring, motivating the employees and achieving group goals) The identified predictor variables are continuous.

However, to facilitate the collection and analysis of the information pertaining to transformational leadership behaviors, respondents assessed each of the described variables as
ordinal variables, and responses to the items on the survey instrument were coded using a Likert-type scale. In section two of the survey instrument the research study assessed the determinants of hotels’ frontline employees’ performance. Assessment of the determinants of the performance of frontline employee included: (attendance/punctuality, job knowledge and skills, dependability, attitude towards work, attitude towards supervisor/coworkers, quality of work, productivity, and responsibility) (see appendix B). However, to facilitate the collection and analysis of information pertaining to frontline employee performance, respondents assessed each of the described variables as ordinal variables and responses to the items on the survey instrument were coded using a Likert-type scale.

The specific intent of the study was to (a) test the theory of transformational leadership and employee performance, and (b) evaluate the relationships between transformational leadership behaviors of middle managers and the performance of frontline employees. The intent to investigate these factors supported a quantitative research study using a correlative design and cross-sectional method as an appropriate research design.

**Participant Selection**

Davies (2007), amongst others, emphasizes the importance of selecting a sample criteria prior to conducting research to ensure bias sampling does not occur. Sampling helps to ensure accuracy of data collected as well as saving time and money.

The sampling techniques available for use by the author are:

- Probability sampling
- Non-probability sampling
It was decided that the most suitable form of sampling for this study was non-probability sampling as it would enable the author to select respondents individually rather than the time-consuming, more expensive form of probability sampling. It is believed non-probability would provide the opportunity to select the sample purposively.

Participants in this study included 30 middle managers and 100 frontline employees of twenty 5-star hotels.

**Instruments**

The research instrument used in this study will be questionnaire. The two questionnaires will contain different rating scales. The frontline employee questionnaire had a scale of 0 to 4 and the middle manager questionnaire had a scale of 1 to 5. The 0 to 4 scale will be used for the frontline employee questionnaire to be consistent with published past research.

The main independent variables in this study center on transformational leadership. Specifically, the independent variables used here are based on the work of (Aragón-Correa, García-Morales and Cordón-Pozo, 2007; Avolio, 2010; Bass, 1985). Table 3 provides brief definitions of the ten specific leadership measures used in the study.

The main dependent variables are individual performance measures. Table 4 provides brief descriptions of the three individual performance and the four team performance measures. Perceptions of middle manager leadership impact have been analyzed in two ways. They are dependent variables when correlated with leader behaviors; and independent variables when correlated with individual performance. Both sets of measures are described in Table 5.

Although the uses of "dependent' and "independent' to describe the study's variables are based on the various authors' theories about leadership and performance, and the effects they
have on one another, it is important to recognize that there are no causal studies that shed light on the directionality of said effects. Thus, as in any correlation research, the definition of certain variables as "independent" or "dependent" does not imply causality.

**Table 5 - Leadership Measures**

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communicating the vision</td>
<td>An ideal or a goal to lead people to achieve. A leader plans based on a vision of where the company should go.</td>
</tr>
<tr>
<td>Being a role model to subordinates</td>
<td>The characteristic of personal attractiveness that increases a person's ability to influence others.</td>
</tr>
<tr>
<td>Intellectual stimulation</td>
<td>The ability of a leader to keep those following him or her thinking about the task at hand, asking questions, and solving problems.</td>
</tr>
<tr>
<td>Individualized consideration</td>
<td>The ability of a leader to pay special attention to the needs and problems of each individual person.</td>
</tr>
<tr>
<td>Mentoring</td>
<td>The style of leadership in which the leader set goals and then teaches motivated followers how to achieve them.</td>
</tr>
<tr>
<td>Motivation the employees</td>
<td>The ability of a leader to provide meaning and context to the work of those under him/her.</td>
</tr>
<tr>
<td>Achieving group goals</td>
<td>The ability of a leader to achieve organizational goals and objectives.</td>
</tr>
</tbody>
</table>
### Table 6 – Frontline Employee Performance Measures

<table>
<thead>
<tr>
<th>Frontline Employee Performance Determinants</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitude towards work</td>
<td>An employee’s attitude towards work</td>
</tr>
<tr>
<td>Attitudes towards supervisor and coworkers</td>
<td>The relationship and behavior of an employee towards the people in your organization</td>
</tr>
<tr>
<td>Attendance/punctuality</td>
<td>The frequency with which a person is present/ The quality or habit of adhering to an appointed time</td>
</tr>
<tr>
<td>Dependability</td>
<td>The degree to which an employee is dependent on others</td>
</tr>
<tr>
<td>Quality of work</td>
<td>The quality of output produced by an employee</td>
</tr>
<tr>
<td>Job knowledge and skills</td>
<td>The knowledge and skills required to perform a particular job</td>
</tr>
<tr>
<td>Productivity</td>
<td>The ratio of the quantity and quality of units produced to the labor per unit of time</td>
</tr>
<tr>
<td>Responsibility</td>
<td>The social force that binds you to the courses of action demanded by that force</td>
</tr>
</tbody>
</table>

**Research Questions and Hypotheses**

The research will answer the following research questions:
Main Question:

- What is the impact of transformational leadership by middle managers on the performance of frontline employees?

Sub Questions:

- What is the importance of middle management in the overall productivity of the organization?
- What is the importance of middle management as a leader?
- What is the relationship between leadership and performance?
- What is the importance of frontline employees in an organization?
- What are the factors to measure performance of frontline employees?
- How can a middle manager influence the performance of frontline employees?

To address these questions, the research study will investigate the relationships between middle managers’ leadership behaviors, and performance of frontline employees. Following hypotheses provides the foundation for examining these relationships:

$H_1$: There is a positive relationship between middle management leadership and organizational performance

$H_2$: There is a significant impact of “communicating the vision” on frontline employee performance

$H_3$: There is a significant impact of “being a role model to subordinates” on frontline employee performance

$H_4$: There is a significant impact of “intellectual stimulation” on frontline employee performance

$H_5$: There is a significant impact of “individualized consideration” on frontline employee performance
H₆: There is a significant impact of “mentoring” on frontline employee performance

H₇: There is a significant impact of “motivating the employees” on frontline employee performance

H₈: There is a significant impact of “achieving group goals” on frontline employee performance

**Procedures**

The author also felt it would be valuable to outline the sequence of events that are due to take place during the research methodology stage through the research model developed by McDaniel and Gates (2000), before primary research was conducted.

**Figure 1 - The Research Process**

![The Research Process Diagram](image-url)

The current research study incorporated a quantitative, cross-sectional design, using correlational statistical analysis. Descriptive research studies investigate issues or phenomena in the real world, without manipulation or control of any variable included in the study. The intent of descriptive research is to explore and define the variables as they occur and investigate relationships between these variables (Books LLC, 2010; Davies, 2007). Quantitative research methods are well suited to address research problems that intend to measure known variables, investigate the relationships between variables, test theories, and investigate issues for large groups of individuals (Creswell, 2005; Neuman, 2005).

Correlational studies are descriptive, quantitative research designed to measure the degree of association among defined variables. Sanchez (2006) described the correlational study as extending a descriptive study to investigate the relationship between two or more variables.

After the construction of the questionnaire for the quantitative phase, the instrument will have a pilot test. A small group of leaders and employees will volunteer from the hotel industry. Piloting the questionnaire is important to improve the internal validity of the instrument and to check and review the instrument content, wording, and range of answers (Burns & Grove, 2005; Creswell, 2005; Neuman, 2005).

The pilot group will take the survey in the same way as the proposed study. The researcher will seek feedback and comments from the group to recognize ambiguities and identify questions that may be difficult. Piloting the instrument can note the time it takes to respond to the questionnaire and facilitate removal of unnecessary and unclear questions (Burns & Grove, 2005; Creswell, 2005; Neuman, 2005). Another important benefit of piloting the instrument is to allow the researcher to evaluate whether each question provides sufficient collection of appropriate responses (Burns & Grove, 2005; Kumar, 2007; Neuman, 2005).
The questionnaire will be tested by 2 middle managers and 10 frontline employees. An evaluation of the questionnaire and comments provided by the middle managers and employees will help determine if there is a need to change parts of the questionnaire particularly changes in demographic section and the amount of time needed to complete the questionnaire.

Data Collection Process

The primary data was collected through questionnaires. The researcher constructed the questionnaire from the literature review. The quantitative phase investigates the relationship between the identified competencies and two variables, experience and educational qualifications. The outcomes of the quantitative stage will provide information to determine the presence of relationships between the proposed study’s variables. This information will provide further knowledge and understanding regarding the leadership competencies identified in phase one. This proposed study uses close-ended questionnaires to investigate the relationship between the identified middle manager transformational leadership behaviors and the performance determinants of frontline employees.

For the quantitative part of the proposed study, the research questions focus primarily on the relationship among three variables. The questions specifically investigate the relationship between leadership competencies identified from the qualitative phase related to the leaders’ experience and educational qualifications. The quantitative research question includes:

- What is the impact of transformational leadership by middle managers on the performance of frontline employees?

When designing the questionnaires for the quantitative phase, there will be several considerations. First, the competencies included in the questionnaire will come from the
literature review. Second, the questionnaires will consider respondents with different experience and educational qualifications. Third, the questionnaires will explain the relationship between the identified leadership competencies, and performance outcomes.

During construction of the quantitative phase questionnaire, the researcher will ensure clarity of the questions and avoid unfamiliar words, technical words and jargon (Echambadi, Campbell and Agarwal, 2006; Cooper and Schindler, 2006). Ambiguous or imprecise words or concepts could cause errors into responses to the relevant items (Kumar, 2007; Podsakoff, MacKenzie, Lee and Podsakoff, 2003). Questions with complicated wording or qualifications can cause confusion and must be avoided (Creswell, 2005; Scanlan, 2001). Double-barreled questions, those that contain more than one concept, or double negatives could also create confusion (Creswell, 2005). Leading questions that contain implicit value judgments could lead to biased responses and questions with hidden assumptions are to be avoided (Podsakoff, MacKenzie, Lee and Podsakoff, 2003; Cooper and Schindler, 2006).

The design of the questionnaire will easily adapt to both groups. The questionnaire will be simple, short, and specific to increase the likelihood of people responding to the survey. The questionnaire will contain two parts (Appendix A). Part one of the questionnaire will consist of the participants’ profile including the number of years of experience and educational qualifications.

The questions included in the questionnaire regarding the number of years will obtain information regarding the total number of years of experience and the number of years of experience in the current job. For both questions, the questionnaire will have four categories of five years. Category 1 will include years of experience up to 5 years; category 2 will include 5 to 10 years; category 3 will include 11 to 15 years; and category 4 will include experience over 15
years. Educational qualifications will have four categories. Educational qualifications in category 1 will include high school; category 2, diploma; category 3, undergraduate; and category 4, graduate.

Part two will contain a 5-point Likert-type scale with statements regarding the identified leadership competencies and the ratings. The questionnaire will evaluate the employees’ perceptions of the degree to which the leaders display the identified competencies.

The researcher will provide a packet that includes a cover letter, consent form, and the questionnaire. Participants can make a decision whether to participate in the proposed study. The researcher will distribute the packet including the questionnaire to work areas with the assistance of support staff. The packet will be in an area accessible to study participants; hotels’ middle managers, and frontline employees.

The collection of the questionnaires for this proposed study can occur in two ways. First, the participants can post their responses to the researcher using the self-addressed envelope that will be included in the packet. A locked box containing a small opening for questionnaires will be in an identified area for each of the participating healthcare institutions. The researcher will be the only individual with access to the box. This will provide participants with the opportunity to drop their responses when they are ready.

**Data Analyses**

Within research, there are different statistical processes for designing a study. Statistical analysis for example, gives meaning to the numbers collected within a particular study (Scanlan, 2001). The categories of statistical procedures include descriptive, associative, and inferential. Descriptive statistics depict events or individuals with some predetermined characteristics.
(Creswell, 2005). Associative statistics attempt to determine meaningful interrelationships among or between data (Burns & Grove, 2005). Inferential statistics determine and assess the characteristics or attributes of a particular sample to generate generalizations about a specific population (Neuman, 2005; Polit & Beck; 2006). The meaning of statistical information depends on the clarity and precision of the problem and questions addressed within the topic under investigation (Neuman, 2005; Scanlan, 2001).

SPSS Version 16.0 was used for all data analysis. Data coding and entry were done according to recommendations by Podsakoff, MacKenzie, Lee and Podsakoff (2003). Descriptive statistics were calculated for all statements. Cronbach’s alpha was calculated to ensure reliability of all measurement scales. For the seven skills of TL, there were 30 statements. For each dimension the researcher took a mean of all answered dimension statement ratings, and that was the score for that dimension of the transformational leadership of middle management of the hotel.

The performance score was divided into eight determinants, with 23 statements in total. The researcher calculated a mean score for each part and used those scores as the performance value for each frontline employee. The Pearson product-moment correlation coefficient was calculated to determine which dimensions of TL, as perceived by front desk employees, have high correlations. Any found to be highly correlated were pooled together for the remaining analysis. The correlations of each dimension of TL behaviors and performance were looked at as well. The researcher looked at the standard deviations to determine the variability of responses among subordinates of their supervisors. Therefore, the data collected will be analyzed by using the descriptive, correlation, chi-square test and multiple regression analysis.
Appropriateness of Correlation, Chi-square test and Multiple Regression Analysis

Chi-square test will be appropriate for the study, because the test is used to measure the association between independent and dependent variables. Therefore, this test will be appropriate to assess the degree of association or relationship between middle manager leadership and frontline employee performance.

Similarly, a correlational research design will be appropriate, because it is used to test the association or relationship between two variables. Therefore, correlation test will be helpful in testing the degree of association or relationship between the independent variables (determinants of middle manager leadership) and dependent variables (determinants of frontline employee performance). The results will identify the important leadership variables of middle manager that affects a frontline employee’s performance.

Finally, multiple regression analysis will be appropriate because it is used to test the impact of independent variables on the dependent variable. Therefore, the multiple regressions analysis will be helpful in testing the impact of middle managers’ leadership on the performance of frontline employees.

Ethical Concerns

The potential risks to individuals participating in the survey were minimal and identified to include the loss of privacy. To minimize the risk loss of privacy, the primary method for administering the survey instrument by being personally present at the time of completion of survey. If a participant requested to complete the survey on paper without the presence of the researcher, responses returned by mail were coded and logged. The logbook and original participant consent forms will be retained by the researcher in a secure location for future
reference for three years and destroyed at the end of the three-year period. To minimize the physical risks associated with completing the survey, the researcher made every effort to keep the amount of time needed to complete the survey to a minimum.

Researcher is completely conscious of the ethical consequences implied in this research. Obligation for all processes and ethical consequences associated with the research remains with the primary researchers (Echambadi, Campbell and Agarwal, 2006). Study was carried on in such a way that the reliability of the research project was preserved and negative impacts which may reduce the prospective for succeeding studies were avoided (Kumar, 2007).

The selection of research problem was established on the best technological assessment and on an evaluation of the possible benefit to the contributors and the general public relative to the risk to be borne by the contributors (Hoy, 2010). This study was related to an important intellectual issue (Neuman, 2005).

Many of the ethical issues are involved while conducting a research. Research ethics demand that certain considerations, often referred to as norms, and are adhered to so as to make the process, the findings and the recommendations credible (Sanchez, 2006). For any research findings work to have a sound backing then, the norms should act as the guiding light. While reporting, data, results, methods and procedures, and publication status should be mentioned appropriately. It should not be fabricated, falsified, or misinterpreted (Scanlan, 2001).

The data that have been collected for reporting should not be from the granting agencies, or the public (Creswell, 2005). There must be Objectivity, that is one should not be biased while interpretation of the data. Integrity should be focused (Cooper and Schindler, 2006). Carefulness, that is to avoid mistakes which are the reasons for big disasters plus, there should be respect for
Intellectual Property and Confidentiality. Responsible Mentoring, Respect for colleagues, Legality are some of the ethical issues which should be considered (Davies, 2007).

Another important aspect for ethical research is when you are conducting a survey or when keen to know what others think, one should not coerce them for participating in research (Echambadi, Campbell and Agarwal, 2006). Another very important point is that when the data you are going to ask is prohibited or the laws of a particular company does not allow that to be dispersed in business, then you should avoid asking it (Hoy, 2010). Things which are unethical in research also includes, plagiarism, naming the person which has not done the research, using any inappropriate technique to analyze data, for getting more and more information spy someone, asking internal matters of the organization etc (Kumar, 2007).

**Informed Consent**

Informed consent is an important component of research and is an integral part of the research process (Burns & Grove, 2005; Creswell, 2005; Neuman, 2005; Polit & Beck; 2006). Researchers should educate their participants in order for them to make an informed decision regarding their participation in the research (Burns & Grove, 2005; Creswell, 2005; Neuman, 2005; Polit & Beck; 2006). Participants must provide informed consent freely and without force (Creswell, 2005; Neuman, 2005) and with clear comprehension of what participation entails (Burns & Grove, 2005).

For the proposed study, the researcher will implement practical steps to ensure that all participants are educated about the proposed study in order to make an informed decision. Participation will be voluntary and individuals have the right to choose not to participate or to withdraw from either phase of the proposed study at any time.
Confidentiality

Confidentiality is an important component that requires focused attention within the research process (Burns & Grove, 2005; Creswell, 2005; Neuman, 2005). The researcher will carefully consider confidentiality in the proposed study for the quantitative phase. The quantitative sample will include a purposeful selection of samples based on their knowledge of the central phenomenon. The selection will ensure the confidentiality and privacy of the participants. Only the researcher will approach potential participants.

Validity

Validity assesses whether the meaning and interpretation of an event is sound or whether a particular measure is an accurate reflection of intent. The validity of data needs to be carefully checked (Cooper & Schindler, 2006; Burns & Grove, 2005). Classifying the data can help the researcher reach important conclusions and uncover the results that led to such conclusions (Cooper & Schindler, 2006; Neuman, 2005).

While reliability referred to the constancy and repeatability of the instrument, validity considers the ability of the instrument to represent the characteristics of a phenomenon accurately. Validity could be considered from three perspectives: “content validity, criterion-related validity, and construct validity” (p. 31). Content validity is primarily concerned with the samples and instruments used in the study and addresses the extent to which ensures that the phenomenon is explored in sufficient detail (p. 31). Criterion-related validity refers to comparing of the method and findings of the study against an “established standard” (p. 32). Construct validity is a function of the closeness of the instrument to the construct being studied. (p. 32).
Cooper and Schindler (2006) presented validity from the perspectives of internal and external validity (p. 297). They observed that internal validity is a product of the quality of the original research and to some degree could be assessed based on the quality of the methodology employed (p. 297).

Echambadi, Campbell and Agarwal (2006) observed that external validity might be evaluated by “thick description of the fieldwork, the richness of the data collected and full reportage of the care using in its collection” (p. 298).

Cooper and Schindler (2003) presented “self-description and reflective journal-keeping; respondent validation; prolonged involvement and persistent observation; peer debriefing; and triangulation” (p. 33) as some techniques for establishing the validity of a research study. Self-description and reflective journal-keeping helps the researcher to examine her own belief system and find out if the research is being led by the researcher’s beliefs rather than unbiased presentation of the data as collected from the study participants (Cohen, Cohen, West and Aiken, 2003). Following each respondent, the researcher would journalize personal perceptions and observations made during the survey. Once coding of the data is completed, the researcher would return to the journal to make sure that study results reflect participant views rather than those of the researcher (Books LLC, 2010).

Researchers may check for validity in several ways (Gerrish & Lacey, 2006). These include comparing findings of one instrument with findings from other instruments and conducting joint observations or collaborative marking of the same tests (Gerrish & Lacey, 2006). Checking validity could also include returning draft reports to respondents for accuracy checks, considering opposing explanations for the issue or question, and conducting multiple observations of the same event (Creswell, 2005). The researcher can also enhance respondent
validity by asking the participants to check their interpretations of the information provided or observed (Gerrish & Lacey, 2006).

Another option to insure validity when seeking data is to use a pre-designed measurement (Cooper & Schindler, 2006; Neuman, 2005) such as an existing instrument previously tested and found valid (Polit & Beck; 2006; Creswell, 2005). Ensuring validity can be difficult and should be taken seriously and carefully (Gerrish & Lacey, 2006). Therefore, we should utilize such methods that add certainty to the validity of the data collected (Burns & Grove, 2005).

Reliability

Reliability refers to the consistency of a measure, score, or test. Reliability occurs more often in statistical quantitative studies and less frequently in qualitative studies (Cooper & Schindler, 2006; Gerrish & Lacey, 2006). Since the world of research with human subjects is not perfect, researchers developed a number of techniques for estimating reliability or the degree of error in measurement (Creswell, 2005; Burns & Grove, 2005). One such technique is called the reliability coefficient, a measure which ranges from $r = 0$ (not reliable) to $r = 1$ (perfect reliability) (Polit & Beck; 2006).

Assessing reliability can be through stability, which relates to the extent to which repeated administration of the instrument produces the same results (Scanlan, 2001). Another method is internal consistency, which is concerned with the extent to which the items within an instrument actually measure the variable being investigated (Burns & Grove, 2005). Reliability can also be measured through equivalence (Gerrish & Lacey, 2006), which compares the extent to which two versions of the same paper-and-pencil instrument, or two observations measuring the same event, produce the same result (Creswell, 2005).
Balnaves and Caputi (2001) provided several definitions of reliability, which they observed as being analogous to dependability, in their article regarding the requirement for rigor in qualitative research (p. 31). They cited Books LLC (2010) in defining reliability as the ability of the instrument to measure that which it is measuring and Cooper and Schindler (2006) whose definition was “the consistency or constancy of a measuring instrument” (p. 30). As previously observed, the researcher herself is the research instrument. These definitions reiterate the requirement for the researcher to bracket out the preconceptions and remain as detached as possible (Creswell, 2005).

Cooper and Schindler (2006) presented a third definition that stated that reliability in qualitative research “refers to the degree of consistency with which instances are assigned in the similar category by different observers or by the similar observer on different occasions” (p. 30). This last definition recognized a more active role for the researcher than the first two definitions, however, all relate to confidence in data collection.

Having established an understanding of what is meant by dependability, the next logical question is: How to evaluate the dependability of a research project? Long & Johnson found value and used Creswell (2005) tests for stability, consistency and equivalence to check the reliability of qualitative research (p. 31). The stability of findings is considered to be in place when the similar questions are asked of co-researchers at different time’s yields the similar answer. Consistency is found among each individual respondent and relates to ensuring that the questions pertain to the topic under study. Equivalence is also found among the questionnaire process and refers to asking questions in alternate forms in order to check for concordant answers (Cooper and Schindler, 2006).
Long and Johnson presented two techniques for establishing the reliability of the study, audit of the decision trail and triangulation (p. 33). The technique of auditing of the decision trail is attributed to Sanchez *2006) and requires the researcher to disclose the details concerning all sources of data. This allows the research to be evaluated by others who have a baseline for evaluation. This study provided a basis for auditing the decision trail by presentation of the data analysis and disclosure of researcher bias (Kumar, 2007).

Triangulation employs the use of “multiple data sources, data collection methods, or investigators.” Triangulation might have a role in establishing the validity of the study as well, but Long & Johnson minimized this role by referring to the work of Hoy (2010) and stated that “triangulation might illuminate different perspectives on the problem but does not provide any test of validity” (p. 35). Based on this perspective, these authors hold that triangulation does not confirm the veracity of the facts for the purpose of validation; it is rather a tool to use in evaluating the quality of the inferences made from the data and speaks to the reliability of findings (Echambadi, Campbell and Agarwal, 2006).

For the quantitative part of the proposed study, the questionnaire will undergo a pilot test. Cronbach’s Coefficient Alpha (Gerrish & Lacey, 2006) will measure internal consistency for reliability. This measurement will apply to the quantitative instrument questionnaire because the questionnaire will use a Likert-type scale. A Likert scale uses a specific range from strongly agree to strongly disagree. Cronbach’s Coefficient Alpha offers a coefficient that approximates the consistency of scores on a particular instrument (Creswell, 2005; Burns & Grove, 2005).