



PAN AFRICA CHRISTIAN UNIVERSITY

PhD IN ORGANIZATIONAL LEADERSHIP AND DEVELOPMENT

END OF SEMESTER EXAMINATION

DEPARTMENT

LEADERSHIP

COURSE CODE

POLD 709

COURSE TITLE

ADVANCED QUANTITATIVE RESEARCH

EXAM DATE

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TIME

Duration

3 hours

See a few comments below.

INSTRUCTIONS

- Read all questions carefully.
- ANSWER question one and two questions from section 2 (20 Marks)

SECTION 1 - COMPULSORY

QUESTION ONE:

- Read the facts in the case of ZELD LTD and rely on the facts to answer Question One.

THE ZELD LTD CASE OF THREATENING STAFF TURNOVER

ZELD Ltd adopted a strategy for Market development to be implemented within a five-year period. The focus of the strategy is enhancing the company's presence by extending marketing of its brands into new market segments relying on its present strength of brands that command market share leadership. Management identified three key pillars to be critical to the success of the strategy: leadership, human

resources, and aggressive promotion. The path towards implementation commenced one year ago. Management has already received the first-year performance report that indicated high potential in the market, but the company was failing in responding to the opportunities availed such that profits recorded were below targets. In a heated exchange among the unit managers, it was singled out that the company faces serious human resource challenges that could be inhibiting the realization of the strategy implementation process. The HR Director was given a chance to work out a solution to the suspected HR problem.

In an endeavor to respond to the issue raised by the management review report, the HR Director took time to peruse through his working diary to capture some incidences recorded by the staff in his office. The cases in the diary indicated that the company has registered staff related challenges in the last two quarters of the year. Nearly does a day pass without a member of staff walking into the Human Resource Director's office threatening to resign. The HR Director persuades each of the employees threatening to resign to reconsider their decision and continue with their respective workstations. The HR Director then opted to convene a meeting with all section heads in the company to obtain their experiences. The section heads appeared clueless of the HR situation faced by the company. When the HR Director reported of the serious threat of high staff turnover the company is facing as documented in the director's diary, the section heads expressed surprise at the news reported by the HR Director and requested for evidence as they had not experienced any sign of dissatisfaction from the staff in their respective sections. The HR Director also expressed surprise from the section heads' ignorance of the state of the staff in their respective sections and wondered whether the workers were complaining due to issues arising from the company or the sections heads leadership style. The HR Director had captured some observations in his notebook based on the case of each of the employees that had reported of their intention. The HR Director's notes had cited reasons such as the work environment, the staff appraisal system, stagnated careers, and the supervisors' leadership style. The HR Director posed a question to the section heads "*are the staff in your respective sections considering resigning due to these issues they have raised or is it because the issues are leading them to a point of dissatisfaction with their jobs in the company? Or are our competitors offering better working environments or packages?*" The suggestions raised in response were not clear as to which of the factors contributed and the exact role they may have played in driving the employee decision to plan to resign. Further, the section heads however felt that since these matters had not been reported to them by any of the employees, a more concrete evidence was required to initiate any intervention to stem the threat of high staff turnover. At the end of the meeting, there was a consensus that (i) the matter of the threat from resigning employees should not be treated lightly (ii) the company should seek to engage an expert to scientifically verify the claims made by the employees, and (iii) the HR Director to take charge of the interactions between the company and the expert throughout the process from conception of the project to the submission and dissemination of the contents of the final report.

Required:

- i. In just two sentences, describe the Leadership dilemma that ZELD Ltd is facing.(1Mark)
- ii. From a scientific research point of view, why is it that the section heads seem not to have faith in the HR Director's summarized notes on his observations.(1Marks)
- iii. If an expert is to take up the task of providing the needed concrete evidence for a decision, what are the various steps to be followed in completing the proposed research project?(2Marks)
- iv. In not more than fifteen Words, suggest a suitable title to the research project to be undertaken(1Mark)
- v. Propose a simple conceptual framework with all variables and hypothesized relationships for investigation in the research.(2Marks)

- vi. What sampling Method would you suggest for drawing respondents from the company to participate in the research project?(1Marks)
- vii. Suggest with justification a suitable research philosophy the research should embrace and its corresponding research design. (2Marks)

SECTION 2 – ANSWER ANY TWO QUESTIONS

QUESTION TWO

- A) A recent study was undertaken to help the boards of directors of utility companies understand the characteristics of the top management team members based on their demographic profiles. The demographic profiles and the frequencies were cross tabulated and presented in table 1.

Table 1: Utility Companies Top Management cross tabulated demographic profiles

Education Level	Gender							
	Female		Male		Total			
Bachelors	4		15		19			
Masters	44		87		131			
PhD	3		13		16			
Total	51		115		166			
Education Level	Tenure (in Years)							
	0-5	6-10	11-15	16-20	>20	Total		
Bachelors	12	4	2	0	1	19		
Masters	56	60	12	1	2	131		
PhD	14	2	0	0	0	16		
Total	82	66	14	1	3	166		
Education Level	Age							
	Below 30	30-35	36-40	41-45	46-50	51-55	Above 55	Total
Bachelors	0	0	1	8	6	3	1	19
Masters	1	5	7	38	52	24	4	131
PhD	0	0	1	1	7	7	0	16
Total	1	5	9	47	65	34	5	166
Highest level of Education	Functional Background							
	Support		Technical			Total		
Bachelors	12		7			19		
Masters	81		50			131		
PhD	8		8			16		
Total	101		65			166		

Required:

Based on the results in table 1 Advise the Boards of director on:

- How well educated are the members of the top management. (1Mark)
- How well the companies have achieved gender mainstreaming agenda.(1Mark)
- How well management of the companies has prepared for succession. (1Mark)

- B) A researcher presented her findings to a well constructed panel of examiners. In the presentation, the panelists observed that the organization of the findings was poorly done to the extent that the meaning in the data was lost and that there was no evidence that basic assumptions underlying inferential analysis had been complied with. Put on defense, the researcher projected contents of the summary in Table 2.

Table 2: Correlation Analysis Results

Variable	Cognitive Capability	Marketing Capability	Networking Capability	Human Relations Capability	Entrepreneurial Capability	Firm Performance
Cognitive	1.000					
Marketing	0.640**	1.000				
Networking	0.591**	0.482**	1.000			
Human Relations	0.626**	0.690**	0.584**	1.000		
Entrepreneurial	0.556**	0.495**	0.473	0.629**	1.000	
Firm Performance	0.592**	0.555**	0.585	0.585	0.494**	1.000
Sig	0.000	0.000	0.000	0.000	0.000	0.000
N	190	190	190	190	190	190

Required:

- Advise the panel on the type of diagnostic test that is represented by table 2 contents and the assumption underlying the test. **(1Mark)**
- Advise the panel whether the assumption has been violated or complied with. **(1Mark)**

QUESTION THREE:

A newly created department in a research-based university wishes to fill several vacancies for the position of senior researchers. To identify the most appropriate candidate from a pool of fifteen applicants, the head of department has advised the panel interviewing the applicants to gauge the candidates on their knowledge on statistics. She suggested that the panelists interviewing should raise a question to each applicant to draw clarifications among descriptive, diagnostic, bivariate and multivariate statistics and how they apply in scientific research.

Required:

Provide the panel with summary notes on what each type of statistic entails and how it is applied in scientific research.

QUESTION FOUR

In a leadership forum where scholars on leadership held a number of conversations on different perspectives to leadership, one scholar questioned the validity of the contingency school of thought and sought to be furnished with empirical evidence of the effect of contingent factors in a leadership situation. One strong proponent of the contingency approach indicated that he had come across researches with empirical evidence on possible moderating effect of contingency factors on the relationship between leadership and its outcomes in an organizational setting. The scholar submitted the data based on a research done to investigate the effect of Stringent Legal Measures executed by Government Regulatory Agencies on the relationship between Leadership Capability and performance of firms in a highly competitive environment. The research data was analyzed through stepwise regression model comprising two steps. The findings on each of the two steps are presented in tables 3 and 4.

Table 3: Regression of Leadership Capability on firm Performance

Model	R	R Square	Model Summary		
			Adjusted R Square	Std. Error of the Estimate	Durbin-Watson

1		.556 ^a	.309	.305	.37618	2.049
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.378	1	10.378	73.335	.000 ^b
	Residual	23.208	164	.142		
	Total	33.586	165			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(Constant)	1.030	.361		2.853	.005
	Leadership Capability	.763	.089	.556	8.564	.000

Table 4:Regression of Organizational of Leadership Capability on Performance when Stringent Legal Measures is present

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.730 ^a	.533	.527	.29226	1.949	
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.900	2	7.950	93.075	.000 ^b
	Residual	13.923	163	.085		
	Total	29.823	165			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(Constant)	1.889	.294		6.432	.000
	Leadership Capability	.563	.075	.505	7.488	.000
	Stringent Legal Measures	.695	.109	.446	6.381	.000
	Leadership Capability, Stringent Legal Measures interaction	.422	.043	.589	9.859	.000

Required:

- A. State two hypotheses in the null form that were investigated in the study.(1Mark)
- B. Advise the audience in the forum on the:
 - i contribution of leadership capability to firm performance.(1Mark)
 - ii effect of leadership capability on firm performance.(1Mark)
- C. Based on a comparison between table 3 and table 4 contents, advise the forum on:
 - i how the contribution of leadership capability is affected by the stringent legal measures. (1Mark)
 - ii whether the contingent factor of stringent legal measures moderates the relationship between leadership capability and firm performance.(1Mark)

QUESTION FIVE

An argument cropped up among executives in trying to explain how leadership styles account for variation in performance of firms. One school of thought suggested that leadership may not affect performance directly but through its felt effect on followers through follower job satisfaction. To this end, data was availed with research findings that reported a series of multiple regression analysis showing how job satisfaction derived by followers from a leader's leadership style influences the relationship between leadership style and performance. The analysis was done in four steps as summarized in tables 5-8.

Table 8: Regression of Leadership Style on Performance

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.556 ^a	.309	.305	.37618	2.049	
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.378	1	10.378	73.335	.000 ^b
	Residual	23.208	164	.142		
	Total	33.586	165			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(Constant)	1.030	.361		2.853	.005
	Leadership Style	.763	.089	.556	8.564	.000

Table 6: Regression of Leadership Style on Job Satisfaction

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.471 ^a	.222	.217	.44637	1.944	
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.333	1	9.333	46.842	.000 ^b
	Residual	32.676	164	.199		
	Total	42.010	165			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(Constant)	.793	.428		1.850	.066
	Leadership Style	.723	.106	.471	6.844	.000

Table 7: Regression of Job Satisfaction on Performance

Model Summary					
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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.772 ^a	.596	.594	.28751	1.976	
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.030	1	20.030	242.315	.000 ^b
	Residual	13.556	164	.083		
	Total	33.586	165			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(Constant)	1.547	.166		9.299	.000
	Job Satisfaction	.691	.044	.772	15.566	.000

Table 8: Regression of Leadership Style on Performance when Job Satisfaction is present
Model Summary

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.802 ^a	.644	.639	.27095	1.930	
ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.620	2	10.810	147.243	.000 ^b
	Residual	11.967	163	.073		
	Total	33.586	165			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
	(Constant)	.565	.263		2.151	.033
	Leadership Style	.339	.073	.247	4.653	.000
	Job Satisfaction.	.587	.047	.656	12.374	.000

Required:

- Write the mathematical equation for each of the steps in tables 5-8.(2Marks)
- Comment on the effect of Leadership Style on firm performance.(1Mark)
- How does the presence of Job satisfaction affect the relationship between leadership style and performance?(1Mark)

- iv Is there evidence on the mediating effect of job satisfaction? If so what conclusion should be made from the findings?(1Mark)