

APPENDIX GA36d

LEVEL 7 ASSESSMENT SPECIFICATION



Student name:		Student ID number:	
Programme:	DBA		
Module:	Approaches to Research and Academic Communication		
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Lecturer:	<u>Dr. Luk Chung Leung</u>	Internal Verifier:	
Assignment Title:	In-class Presentation	Time Allowed:	25 minutes
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Approaches to Research and Academic Communication (HKBM7000)

In-class Presentation

DBA - University of Wales Trinity Saint David



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Topic

1. Research Problems and Objectives

- Company Background
- Definition of Problems
- Research Questions
- Research Objectives
- Review of the Relevant Theories and Literature
- Hypotheses

2. Research Design

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1. Research Problems and Objectives

- **Company Background [Information Technology (IT) Industry]**

ORACLE Founded in 1977 | FY2021 Revenue: USD40.5b* | Employment Headcount: 133,000**



Oracle Headquarter

Source:

* Oracle FY2021 Annual Report

** Oracle - Official Home Page (Accessed August 3, 2021)

Oracle's share price performance under Larry's leadership



Source: Yahoo Finance <https://finance.yahoo.com/quote/ORCL/> (Accessed August 3, 2021)

• Definition of Problems

- ▶ In a recent Gallup employee engagement survey (1H 2021)*, US employee engagement is approx. 36%.
- ▶ According to the article “Do the Hustle! Empowerment from Side-Hustles and Its effects on Full-Time Work Performance” published by Academy of Management Journal in Feb 2021, the researchers find side-hustle improves work performance (Sessions et al., 2021)
- ▶ According to a MIT survey of 1,800 global leaders in 2017, it shows 68% respondents agree that ongoing coaching have a positive impact on individual performance (Schrage et al., 2019)

• Research Topic: Impacts of Transformational Leadership on Organisational Performance (OP) via Coaching

• Research Questions

- Transformational Leadership can lead to Organisational Performance
- The effect of Coaching practice can lead to Organisational Performance
- The interactive effect of Transformational Leadership and Coaching can lead to higher Organisational Performance

* According to Gallup U.S. employee engagement report - 1H 2021:

<https://www.gallup.com/workplace/352949/employee-engagement-holds-steady-first-half-2021.aspx>

- **Research Objectives**

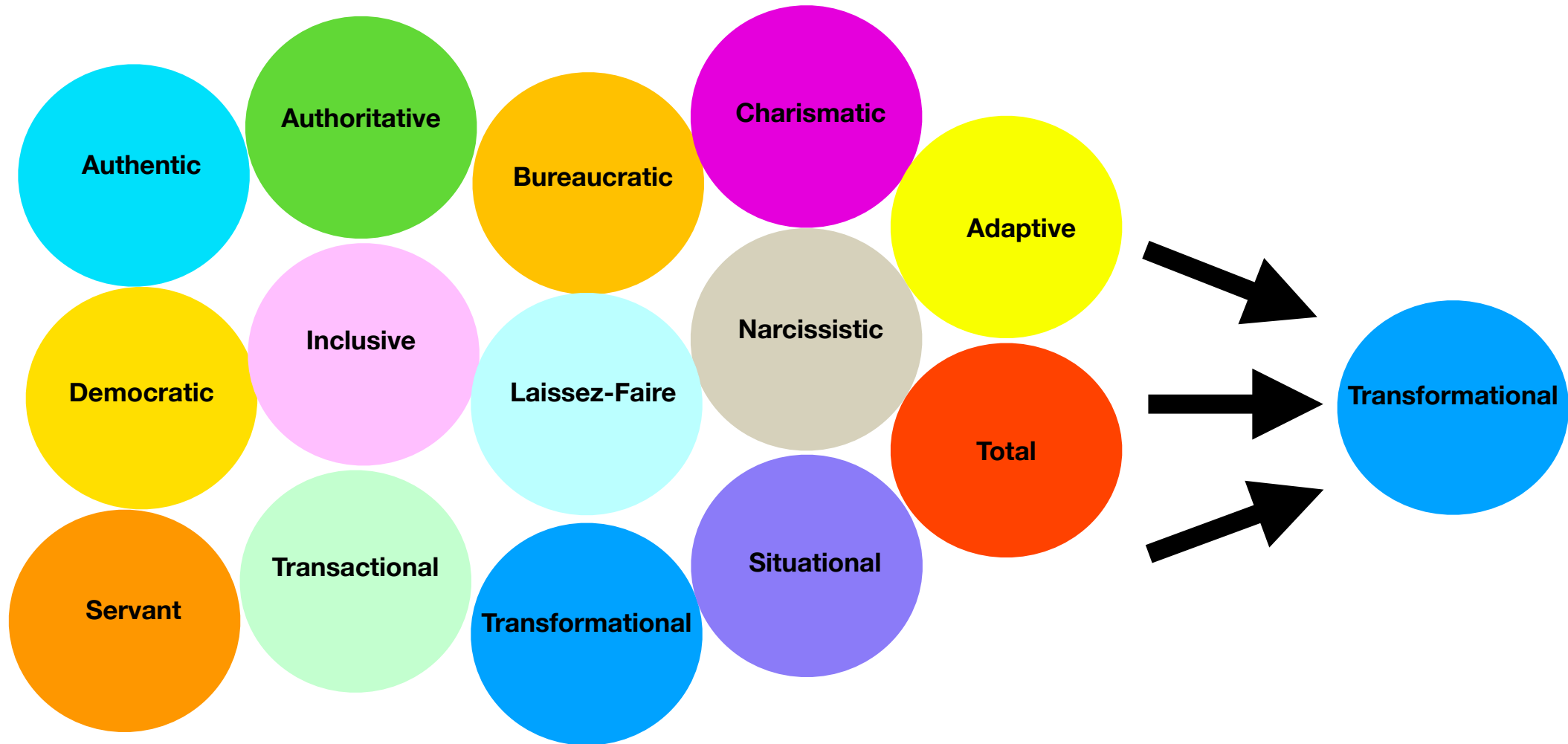
- ▶ Explore and evaluate the existing leadership styles in an IT organisation and whether they are effective in driving high performance.
- ▶ To enrich our understanding of Transformational Leadership and its impact on organisational, team, and personal outcomes.
- ▶ To ascertain the leader acting as a coach can work effectively with a diverse multi-cultural team in a highly complex environment via the empirical research.
- ▶ To propose a new dimension in the coaching practice affect the Organisational Performance as a moderator.

• Review of the Relevant Theories and Literature

► I. On Leadership (Northouse, 2018)

- Adaptive: (Heifetz & Linsky, 1994), (Yukl & Mahsud, 2010)
 - Authentic: (Caza & Jackson, 2011) , (Luthans & Avolio, 2003), (Walumbwa et al., 2007)
 - Authoritative: (Goleman, Boyatzis & McKee, 2004)
 - Bureaucratic: (Bensimon, 1989)
 - Charismatic: (Bass, 1999)
 - Coaching: (Ibarra & Scoular, 2019)
 - Democratic: (Bass & Bass, 2009)
 - Inclusive: (Nembhard & Edmondson, 2006), (Ryan, 2005)
 - Narcissistic: (Rosenthal & Pittinsky, 2006)
 - Servant: (Alonso et al., 2019), (Bavik, Bavik & Tang, 2017), (Greenleaf, 2002), (Liden et al., 2014a), (Liden et al., 2014b), (Luthans & Avolio, 2003), (Sendjaya & Sarros, 2002), (Senge, 1995), (Spears, 2004), (Van Dierendonck & Nuijten, 2011)
 - Situational: (Blanchard 2019)
 - Transactional: (Dansereau et al, 2013)
 - **Transformational:** (Bass, 1985), (Bass & Riggio, 2006), (Bennis, 2002, 2003), (Burns, 2007), (Choudhary et al., 2013), (Yukl, 1999, 2008, 2011, 2017)
- Explain to the “Readers” why I want to research on “**Transformational Leadership Theory**” only? Why it is critical, significant, and impactful?

Graphical view on Leadership models



- **Review of the Relevant Theories and Literature**

- ▶ **II. On Coaching (theory vs practical): it is an under-researched area** (Carter, Blackman & Hicks, 2015), (Yip et al., 2020)

- International Coach Federation (ICF): 41,500 members in 147 countries
- Thomas J. Leonard (Leonard, 1997, 1998, 1999, 2005, 2007)
- GROW model: (Whitmore, 2011)
- The inner game of work (W Timothy Gallwey, 2008)
- Coaching (Pfeffer, 2013)

- ▶ **III. On Organisational Performance**

- (Argyris, 2010)
- (Collins, 1994, 2001, 2009, 2011)
- (Drucker, 2007)
- (Mintzberg, 1989, 2011)
- (Martin, 2009)
- (Rosenzweig, 2013)
- (Sendjaya, 2019)
- (Senge, 1995, 2006)
- (Yu, 2021)

- **Hypotheses**

Q1. Transformational Leadership can lead to Organisational Performance (OP)

=> **H₀:** *Null hypothesis*

=> **H₁:** *Transformational Leadership can lead to OP*

Q2. The effect of Coaching practice can lead to OP

=> **H₀:** *Null hypothesis*

=> **H₂:** *Coaching can lead to OP*

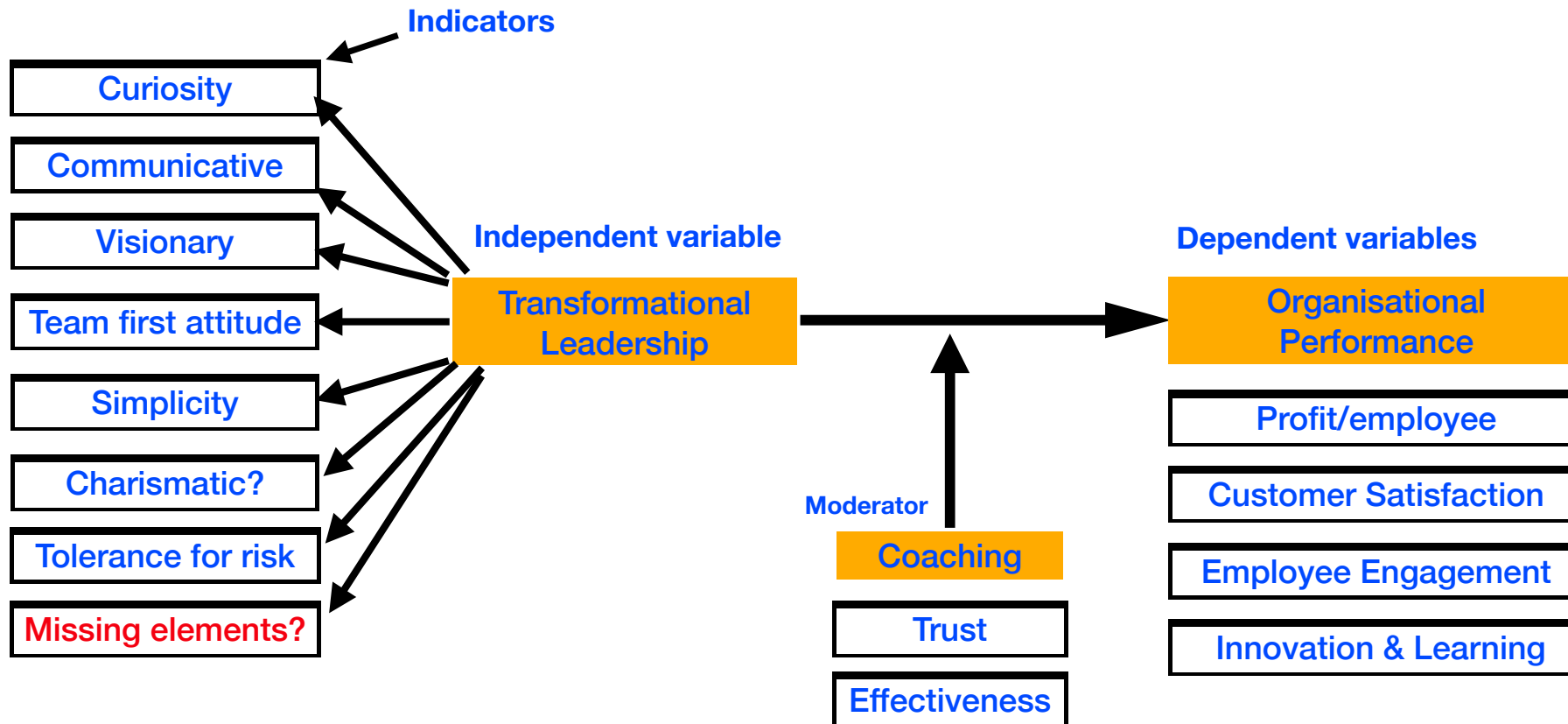
Q3. The interactive effect of Transformational Leadership and Coaching can lead to higher OP

=> **H₀:** *Null hypothesis*

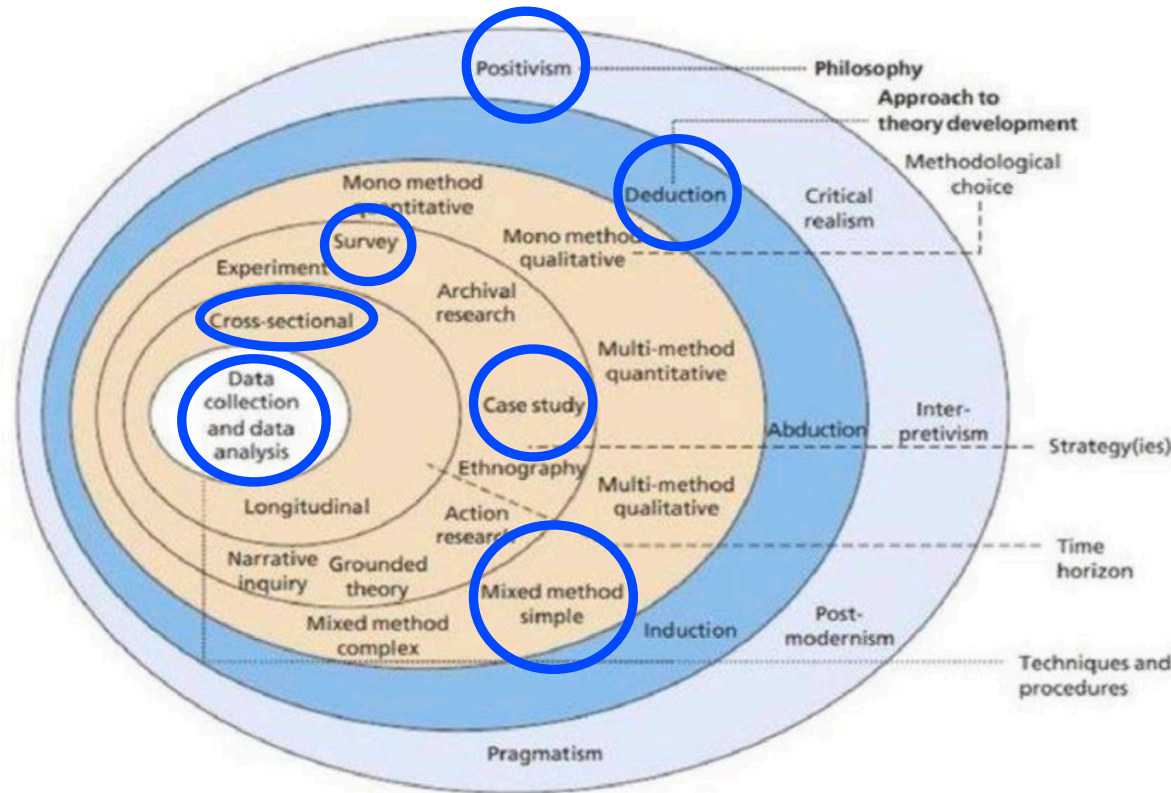
=> **H₃:** *The interactive effect of Transformational Leadership and Coaching can lead to higher OP*

2. Research Design

Design Framework



• Operational Definitions of Variables



Research Onion, Source: Saunders, Lewis and Thornhill (2019)

Research Philosophical Positions

- **Positivism:** Scientific, neutral, objective
- **Deduction:** Based on empirical data
- **Research method:** Qualitative & Quantitative (sequential exploratory)
- **Research strategies:** Case study & Survey
- **Time horizon:** Cross-sectional studies

Operationalization of Variables - they are measured as follows:

- **Leadership:** leadership traits
- **Coaching:** Trust & Effectiveness
- **Financial:** Profit \$/employee per publicly available P & L on the audited annual report (TBC)
- **Customer:** Customer satisfaction rating
- **Internal Business:** Employees' engagement & Happiness Index
- **Innovation & Learning:** Innovative products & Learning

- **Measures/Instruments**

- ▶ Transformational leadership is measured by a **multi-factor transformational leadership questionnaire** with ordinal data results (Bass & Avolio, 2000) consists of 20 items in 4 dimensions: [idealised influence](#), [inspirational motivation](#), [intellectual stimulation](#), and [individualised consideration](#). This questionnaire applies a 5-point Likert scale (Bryman & Cramer, 2011). Male and Female are nominal data (M=1, F=2).
- ▶ Coaching is measured by mutual trust between the coach and the coachee, and the effectiveness of their engagement (Carter, Blackman & Hicks, 2015), (Yip et al., 2020).
- ▶ Organisational Performance are measured via the Balanced Scorecard approach (Kaplan & Norton, 1996):
 - ☑ Financial: Profit per employee (Peesker et al., 2019)
 - ☑ Customer: Customer satisfaction rate (Wang et al., 2017)
 - ☑ Internal business: Employees' engagement (Zwaan et al., 2019) and happiness (Ben-Shahar & Ridgway, 2007), (Seligman, 2004, 2006)
 - ☑ Innovation and Learning: Innovative products, new learnings (Aranda, Arellano & Davilla, 2017)

- # Research Method

Mixed Research Approach (preliminary only)

Qualitative (Bryman, 2004)	Quantitative (Creswell, 2014)	Notes
Semi-structured Interviewing (1-on-1): A total of 10-12 coaches and coachees, Managing Director (HK), HR Director (HK), and Leadership Development Director (Greater China)	Decide the Transformational Leadership as “Independent Variable (IV)” and Organisational Performance as “Dependent Variable (DV). Coaching is a moderator in the construct.	Triangulation technique for validation (Webb et al., 1966, Bell et al., 2019)
2 Focused Groups (FG) discussion (Saunders, Lewis & Thornhill, 2019)	The Questionnaire Survey: The Multifactor Leadership Questionnaire (MLQ, 0-4 Likert scale)* (Bass & Avolio, 1995) via an internal online survey platform. The targeted participants will be Oracle team members in Greater China. Noting the Questionnaire will be translated into Simplified and Traditional Chinese fonts for the participants in China and Taiwan. Explain: Why them? How to reach them? Is there an incentive in completing the survey? Any ethnical concerns?	Explore and design the strategies in mitigating the following risks: <i>missing data, confounding variable, sampling error, Type I and Type II errors (Bell et al., 2019)</i>
Case Study: Focus in an IT firm (documentary data collections of company reports and newsletters)		$X = t + e$ $X = \text{Measure}$ $t = \text{True score}$ $e = \text{error}$
Cross-sectional Study: The study of the coaches and coachees' experience at a particular time (Bell et al., 2019).		<i>*Literature review > Interviews/FG > design of survey</i>

* **Source:** Multifactor Leadership Questionnaire: Instrument (Leader and Rater Form) and Scoring Guide (Form 5X-Short), Mind Garden, Inc.

• Sample and Sampling Method

▶ **Sample Size** (Saunders et al., 2019):

- * Select from coaches and coachees located in GC, invite the employees via email to participate in the questionnaire
- **Population (N) Globally: 135k employees, Asia Pacific: 40k**
- **Target participants** (senior leaders, middle management and frontline employees):
 - 👤 **Hong Kong:** 400 employees (60% male vs 40% female)
 - 👤 **Taiwan:** 300 employees (*To be confirmed*)
 - 👤 **China:** 1,000 employees (*To be confirmed*)
- **Expected response:** 300/1,700 (~17.6%)

▶ **Age group**

- **Baby-boomer:** 3%
- **Gen X:** 70%
- **Gen Y:** 25%
- **Gen Z:** 2%

▶ **Sampling Method**

- The coaches, coachees, interviewees, and surveyees can be identified via the in-house “Coaching Pod” app.
- The leaders and followers need to be paired for a more holistic view (work with HR team). They will be invite to participate via email on a voluntary basis. The researcher plans to apply the [snowball sampling for qualitative research and purposive sampling for quantitative survey](#).

3. Data Collection, Analyses, and Report

- **Data Collection**

- ▶ **Primary data collection:** Probing questions in 1-1 interview, focused group, and internal online survey platform (for data privacy consideration).
- ▶ **Secondary data:** Corporate annual reports, public announcements, industry reports, and government statistics.
- ▶ **Questionnaire:** Convert the pertinent qualitative findings to survey questions

- **Analyses**

- ▶ The analyses will be performed with SPSS (tentative) on quantitative survey. The analysis result can help us to understand better the relationship of the **Transformational Leader** and **Organisational Performance** with **Coaching** as a moderator. The researcher will provide general descriptions of the research findings.

- **Report**

- ▶ Draw inferences from both qualitative (specific details) and quantitative data (numeric trends) in this research (Mertens, 2007), (Punch, 1998).

- **Expected findings**

- ▶ There is a strong correlation between transformational leadership and Organisational Performance (OP).
- ▶ There is a strong correlation between coaching practice and OP (Peesker, 2019).
- ▶ There is a strong interactive effect between transformational leadership and coaching, which leads to high OP.
- ▶ The organisations provide in-house coaching services will have more motivated, engaging, and happy employees (Cable, 2020). However, the magnitude of impact may vary for different genders and nationalities.
- ▶ Coaching is only one of the many elements in pushing the frontier of organisational performance (Schrage, M. et al. 2019). However, it may not guarantee long term organisational success.

- **Managerial/ Practical Implications**

- ▶ As **Leadership is an art**, leader needs to strive to be a better one as a lifelong learner, create high performing team, and ultimately lead to OP.
- ▶ **Transformational Leaders** can be more effective in leading team and organisation if they practise **coaching skills and know-how**.
- ▶ **Transformational Leaders** can create a happy culture with trust, collaborative, resilience, and positive growth mindset.
- ▶ An **exceptional coach** needs to embrace a cross-cultural, diversity & inclusion, and human-centric mindset.

• Limitations

- ▶ This research is exploring the impacts of transformational leader as a coach to Organisational Performance in Greater China for an information technology firm. The findings may be different for other leadership styles and other industries due to the relatively **small sample size** (i.e. **generalisability issue**) (Bell, Bryman & Harley, 2019).
- ▶ As an insider, some of the information may not be able to find due to the **confidentiality** reason.
- ▶ The findings may be different from other regions (e.g. Americas, EMEA, and Asia South) due to the **cultural differences** (Hofstede, 1993, 2011), (Hofstede & Hoppe, 2004).
- ▶ As coaching is a Western concept and it was introduced in HK in 1990s, we may not be able to find enough voluntary coaches/coachees/employees to participate in the qualitative (1-on-1 & focused groups) and quantitative research processes (e.g. questionnaire). **There are timing and financial constraints for this research project.**
- ▶ Based on the observations above, **further research** can explore the inter-relationships among transformational leadership, coaching, and organisational performance with a cross-cultural perspective (e.g. West and East, Confucian and Coaching... etc) (Lam, 2016).



Source: <https://icon-library.com/icon/coaching-icon-png-2.html>

Thank you!

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