

https://dspace.org/

Consistency between raters in a 360-degree leadership feedback instrument.

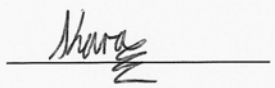
Kara, Sarika

2011-09-20
http://hdl.handle.net/10539/10435

Downloaded from a DSpace repository. https://dspace.org/

DECLARATION

I declare that this dissertation is my own, unaided work. It is being submitted for the Degree of Masters by coursework and research report in Industrial Psychology, in the University of the Witwatersrand, Johannesburg. It has not been submitted before any other degree or examination in any other university.



Sarika Kara

JULY 2011

i

ACKNOWLEDGEMENTS

I would like to express my sincere appreciation and thanks to:

- My supervisor, Fiona Donald, who has not only provided guidance and insight with respect to this research, but who has also offered me support and encouragement throughout the entire process. Her wisdom and empathetic approach was instrumental in motivating me to complete this research especially during my personal challenges.
- The Managing Director of Thornhill Associates (Pty) Ltd who, graciously permitted access to the data and questionnaire used in this study.
- Mr. Mike Greyling for his statistical advice and assistance.
- My husband, parents, sister, extended family, and dear friends without whose love and encouragement, this study would not have been possible. Their unwavering support and faith in me has motivated me to reach completion in the face of adversity.
- Special mention to my grandmother, who through fighting her illness, has always put things into perspective and reminded me to have faith and continue working to the end.

TABLE OF CONTENTS

Declaration i

Acknowledgements ii

Abstract iii

1. INTRODUCTION 1

1.1 Introduction 1

1.2 Aims 3

2. REVIEW OF THE LITERATURE 4

2.1 The 360-Degree Feedback Method 4

2.2 The Nature of 360-Degree Feedback Ratings 11

2.3 Leadership and the 360-Degree Feedback Method 22

2.4 Research Questions 25

2.5 Conclusion 25

3. METHODOLOGY 27

3.1 Design 27

3.2 Sample 28

3.3 Research procedure 31

3.4 Measuring Instruments 32

3.5 Analysis 35

3.6 Ethics 38

4. RESULTS **40**

4.1 Questionnaire Evaluation 40

4.2 Distribution Analysis 92

4.3 Research Questions 1 and 2 93

4.4 Summary of Key Findings 101

5. DISCUSSION **102**

5.1 Key Findings 102

5.2 Limitations of the Study 106

5.3 Recommendations for Future Research 107

6. CONCLUSION **110**

REFERENCE LIST **113**

APPENDICES **123**

LIST OF TABLES

Table 1. Summary of total participants and respondents of selected sample 30

Table 2. Questionnaire reliabilities for each group 41

Table 3. Eigen values for 360-degree feedback questionnaire (self) (Leadership 3) 42

Table 4. Eigen values for 360-degree feedback questionnaire (colleague) (Leadership 3) 45

Table 5. Eigen values for 360-degree feedback questionnaire (manager) (Leadership 3) 48

Table 6. Eigen values for 360-degree feedback questionnaire (subordinate) (Leadership 3) 51

Table 7. Factor loadings – Varimax rotation (self) 55

Table 8. Factor loadings – Varimax rotation (colleague) 58

Table 9. Factor loadings – Varimax rotation (manager) 62

Table 10. Factor loadings – Varimax rotation (subordinate) 65

Table 11. Goodness of fit indicators 75

Table 12. Standardised parameter estimates/Standardised path coefficients – Model 3 (self) 76

Table 13. Standardised parameter estimates/Standardised path coefficients – Model 1 (colleague) 79

Table 14. Standardised parameter estimates/Standardised path coefficients – Model 2 (manager) 81

Table 15. Standardised parameter estimates/Standardised path coefficients – Model 4 (subordinate) 84

Table 16. Modification indices for extra paths 87

Table 17. Distribution analyses of ratings for all rater groups 92

Table 18. Correlations for participants (self-ratings) 93

Table 19. Correlations for colleagues 94

Table 20. Correlations for managers 94

Table 21. Correlations for subordinates 95

Table 22. Comparisons using Fisher's z transformations 96

Table 23. Components of the HLM analysis 98

Table 24. HLM post hoc analyses 99

Table 25. HLM post hoc analysis type means 100

LIST OF FIGURES

Figure 1. Scree plot of Eigen values for 360-degree feedback questionanire (self) (Leadership 3) 45

Figure 2. Scree plot of Eigen values for 360-degree feedback questionnaire (colleague) (Leadership 3) 48

Figure 3. Scree plot of Eigen values for 360-degree feedback questionnaire (manager) (Leadership 3) 51

Figure 4. Scree plot of Eigen values for 360-degree feedback questionanire (subordinate) (Leadership 3) 54

Figure 5. Structural model of the 360-degree feedback questionnaire (Leadership 3) 70

Figure 6. Distribution of residuals 73

Figure 7. Distribution of standardised residuals 74

Figure 8. Distribution of residuals (b) 100