RELATIONSHIP BETWEEN LEADERSHIP AND ORGANIZATIONAL LEARNING

(With Reference To Higher Education)

A THESIS

Submitted By: Shyam Kaji Khatri

Nepal Commerce Campus T.U. Registration: 7-2-25-791-2005 Campus Roll No: 1611/2065 Exam Roll No: 250969/2067

Submitted To:

Office of The Dean Faculty of Management Tribhuvan University

In the partial fulfillment of the requirements for the degree of Master of Business Studies (MBS)

New Baneshwor, Kathmandu March, 2013

RECOMMENDATION

This is to certify that the thesis

Submitted by

Shyam Kaji Khatri

Entitled

RELATIONSHIP BETWEEN LEADERSHIP AND ORGANIZATIONAL LEARNING

(With Reference To Higher Education)

has been prepared as approved by this program in the prescribed format of the faculty of)f
management. This thesis is forwarded for examination.	

(Dr. Sushil Bhakta Mathema)	(Jyoti Pandey)
Head of Research Department	Campus Chief
(Mr. Dhruba Raj Pokharel)	(Mr. Surya Devkota)
Thesis Supervisor	Thesis Supervisor

Date:

VIVA-VOCE SHEET

We have conducted the viva-voce examination of the thesis

Submitted by:

Shyam Kaji Khatri

Entitled

RELATIONSHIP BETWEEN LEADERSHIP AND ORGANIZATIONAL LEARNING

(With Reference To Higher Education)

and found the thesis to be the original work of the student and return according to the prescribed format. We recommended the thesis to be accepted partial fulfillment of the requirement for the degree of master of business studies (MBS).

Viva-Voce Committee

Chairperson (Viva-Voce Committee)	:	•••••
Member (Thesis Supervisor)	:	
Member (Thesis Supervisor)	:	
Member (External Expert)	:	
Date:-		

ACKNOWLWDGEMENTS

This research study on "Relationship between Leadership and Organizational Learning with Reference to Higher Education" has been prepared as the partial fulfillment of Master of Business Studies (MBS). The research has been prepared with a view to develop the model of discriminate analysis of different variables. In today's era of globalization, leadership plays vital role in organizational learning. So every organization seeks for an excellent leadership and they try to retain them in the organization. The interest of the study was arose from the group discussing with my colleagues by realizing that no much studies have been conducted in this sector in the context of Nepal.

First of all, I would like to express my heartiest gratitude and sincere thanks to my thesis supervisors Mr. Dhruba Raj Pokharel and Mr. Surya Devkota, Nepal Commerce Campus, who encouraged me from initial to completion of this task with their scholarly guidance and profound comment and suggestions. And further more I would like to thank Campus Chief Mrs. Jyoti Pandey and Chairman of Research Committee Dr. Sushil Bhakta Mathema.

I would also like to express my gratitude to all other respected teachers of Nepal Commerce Campus such as: Prof. Dr. Govinda Acharya, Prof. Dr. Binod Bihari Pokharel, Prof. Pushkar Sharma, Mr. Madhav Prasad Neupane, Mr. Diwakar Pokharel, Mr. Rajeshwor Neupane, Mr. A.K. Chaudhary, Mr. Basanta Dhakal, Mr. Krishna Ojha, Mr. Pushpa Ojha, Mr. Dila Ram Bhandari and staffs from MBS department, Research department, library staffs who directly and indirectly supported as well as inspired me to complete this thesis.

I am thankful to Mr. Keshav Gautam who helped me in typing and the layout designing in this thesis. I am also thankful to my friends Mrs. Parbata Phuyal, Mr. Bhumi Sitaula, Mr. Suman Dhital, Mr. Risap Gautam, Mr. Khem Gaire who always helped and motivated to complete this thesis. I am owed to Mr. Mahesh Shrestha of Hardford Infotech Center Pvt. Ltd. and Mr. Hari Prasad Shiwakoti of Student Career Education Center for providing me computers and other technical supports.

Lastly, my heartiest thank goes to my family members and college staffs along with classmates who have supported me by providing consistent help and encouragement.

Shyam Kaji Khatri

March, 2013

TABLE OF CONTENTS

VIVA-VOCE SHEET
RECOMMENDATION
DECLARATION
ACKNOWLEDGEMENTS
TABLE OF CONTENTS
LIST OF FIGURES
LIST OF TABLES
ABBREVIATIONS

СНА	APTER I: INTRODUCTION	Page No. 1-9
1.1	Background of the Study	1
	1.1.1 Leadership	1
	1.1.2 Organizational Learning	2
1.2	Statement of the problem	2
1.3	Objectives of the Study	4
1.4	Significance of the Study	4
1.5	Theoretical Framework of the Study	5
	1.5.1 Theoretical Framework	5
	1.5.2 Conceptual Framework	5
1.6	Hypothesis Testing	7
1.7	Limitation of the Study	8
1.8	Organization of the Study	8
СНА	APTER II: REVIEW OF LITERATURE	10-28
2.1	Leadership	10
	2.1.1 Leadership Style	14
	2.1.2 Types of Leadership	15
	2.1.2.1 Transformational Leadership	16
	2.1.2.2 Transactional Leadership	16
	2.1.2.3 Transcendental Leadership	17
2.2	Organizational Learning	19
	2.2.1 Individual Learning versus Collective Learning	19
	2.2.2 Organizational Vision	21
	2.2.3 Leadership and Motivation	23

	2.2.4	Organizational change and performance	24
	2.2.5	Coping with Change in the Workplace	25
	2.2.6	Learning from Experience	26
2.3	The R	elationship between Leadership and the Operation of Learning Organiz	cation 27
CHA	PTER II	II: RESEARCH METHODOLOGY	29-33
3.1	Introd	uction	29
3.2	Research Design		29
3.3	Nature and Sources of Data		30
3.4	Population and Sample		31
3.5	Neces	sary Tools and Techniques of the Study	32
3.6	Data F	Presentation and Analysis System	32
CHA	PTER I	V: DATA PRESENTATION AND ANALYSIS	34-78
4.1	Date F	Presentation and Analysis	34
4.2	Reliab	pility Test	76
4.3	Major	Findings	76
CHA	PTER V	: SUMMARY, CONCLUSION AND RECOMMENDATIONS	79-82
5.1	Summ	ary	79
5.2	Concl	usion	81
5.3	Recon	nmendations	82

BIBLIOGRAPHY

APPENDIX

LIST OF TABLES

Table No.	Title	Page No.
3.1	Population and Sample	31
4.1	Frequency and Percentage of the Respondents in	
	Regard to transformational leadership	35
4.2	Mean, S.D. and CV of the transformational leadership	38
4.3	Frequency and Percentage of the Respondents in	
	Regard to transactional leadership	40
4.4	Mean, S.D. and CV of the transactional leadership	41
4.5	Frequency and Percentage of the Respondents in	
	Regard to learning environment (vision)	43
4.6	Mean, S.D. and CV of the learning environment (vision)	47
4.7	Frequency and Percentage of the Respondents in	
	Regard to leadership and change	50
4.8	Mean, S.D. and CV of the leadership and change	53
4.9	Frequency and Percentage of the Respondents in	
	Regard to organizational change and performance	55
4.10	Mean, S.D. and CV of the organizational change and performance	59
4.11	Karl Pearson's Correlation Coefficient	61
4.12	Chi-Square test for transformational leadership	64
4.13	Chi-Square test for transactional leadership	66
4.14	Chi-Square test for learning environment (vision)	67
4.15	Chi-Square test for leadership and change	71
4.16	Chi-Square test for organizational change and performance	73
4.17	Reliability test	75

LIST OF FIGURES

Figure No.	Title	Page No.
2.1	Organizational Vision	22
2.2	Leadership and Motivation	23
2.3	Learning from Experience	26

ABBREVIATIONS

CEO = Chief executive officer

CV = Coefficient of variation

df = Degree of freedom

N = Total no. of observation

S.D. = Standard deviation

SLT = Situated Learning Theories