# Module 2: <br> Central tendency, shape, and difference in means 

MSIR 525

Monday, September 23, 2019

## Recap of Module 1 (check list from syllabus; see pages 1-2)

- We learned about the NHST framework
- We developed an understanding of $p$-values and how they can be used to inform evidence-based management decisions
- We compared different types of error that can threaten our inferences and conclusions
- We also learned how one can attempt to avoid these errors and disclosures that must be given if a study is underpowered
- We contrasted three different research designs (e.g. observational) and two different data collection approaches (e.g., longitudinal)
- We learned about different data sources and data types
- We summarized several types of validity and phenomena that may threaten them


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- Module 2 recap and software tutorial (R must be installed by this date!!)
- 10/7/2019
- In-class exercise for credit (i.e., a hackathon)
- Applying what we learned in M2 to ascertain whether or not a meaningful group difference exists


## Agenda for Module 2

- Let's get started! ©


## Summarizing Data

- Frequency distribution


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|  |  |  |  |
| Stress | WLB | Sob | Pasfaction |
| 5 | 8 | 7 | 9 |
| 5 | 8 | 7 | 9 |
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| Rating | Stress | WLB | Job satisfaction | Pay satisfaction |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |
| 10 | 0 | 0 | 0 | 3 |
| 9 | 0 | 0 | 0 | 0 |
| 8 | 0 | 2 | 1 | 0 |
| 7 | 3 | 0 | 3 | 2 |
| 6 | 2 | 0 | 0 | 2 |
| 5 | 2 | 1 | 0 | 0 |
| 4 | 0 | 1 | 2 | 0 |
| 3 | 0 | 0 | 1 | 0 |
| 2 | 0 | 3 | 0 | 0 |
| 1 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 |
| Count | 7 | 7 | 7 | 7 |

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$$
\begin{aligned}
\text { Relative frequency } & =\frac{\text { frequency of response }}{\text { total number of responses }} \\
& =\frac{3}{7}=43 \%
\end{aligned}
$$

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- Cumulative frequency and cumulative percentage
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## Summarizing Data

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| Table 3. Frequency Distributions for Stress |  |  |  |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | Relative <br> Rating |  |  |  |  | Frequency | Cumulative | Cumulative |
| frequency | frequency | percentage |  |  |  |  |  |  |
| 10 | 0 | $0(0 \%)$ | 7 | $1.0(100 \%)$ |  |  |  |  |
| 9 | 0 | $0(0 \%)$ | 7 | $1.0(100 \%)$ |  |  |  |  |
| 8 | 0 | $0(0 \%)$ | 7 | $1.0(100 \%)$ |  |  |  |  |
| 7 | 3 | $.43(43 \%)$ | 7 | $1.0(100 \%)$ |  |  |  |  |
| 6 | 2 | $29(29 \%)$ | 4 | $.58(58 \%)$ |  |  |  |  |
| 5 | 2 | $.29(29 \%)$ | 2 | $.29(29 \%)$ |  |  |  |  |
| 4 | 0 | $0(0 \%)$ | 0 | $0(0 \%)$ |  |  |  |  |
| 3 | 0 | $0(0 \%)$ | 0 | $0(0 \%)$ |  |  |  |  |
| 2 | 0 | $0(0 \%)$ | 0 | $0(0 \%)$ |  |  |  |  |
| 1 | 0 | $0(0 \%)$ | 0 | $0(0 \%)$ |  |  |  |  |
| 0 | 0 | $0(0 \%)$ | 0 | $0(0 \%)$ |  |  |  |  |
|  |  |  |  |  |  |  |  |  |

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## - Cumulative frequency and cumulative percentage

- An assessment of the total frequency (percentage) of all categories up to and including the category of interest

| Rating | Frequency | Relative frequency | Cumulative frequency | Cumulative percentage |
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| 10 | 0 | 0 (0\%) | 7 | 1.0 (100\%) |
| 9 | 0 | 0 (0\%) | 7 | 1.0 (100\%) |
| 8 | 0 | 0 (0\%) | 7 | 1.0 (100\%) |
| 7 | 3 | . 43 (43\%) | 7 | 1.0 (100\%) |
| 6 | 2 | 29 (29\%) | 4 | . 58 (58\%) |
| 5 | 2 | . 29 (29\%) | 2 | . 29 (29\%) |
| 4 | 0 | 0 (0\%) | 0 | 0 (0\%) |
| 3 | 0 | 0 (0\%) | 0 | 0 (0\%) |
| 2 | 0 | 0 (0\%) | 0 | 0 (0\%) |
| 1 | 0 | 0 (0\%) | 0 | 0 (0\%) |
| 0 | 0 | 0 (0\%) | 0 | 0 (0\%) |

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- Mean (or median) splits
- A method used to estimate the number of "high" vs. "low" responses observed in a dataset


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Step 1: Calculate column mean (average)
Average job satisfaction rating $=\frac{7+7+7+8+3+4+4}{7}=5.71$

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| Table 1. Observed Data |  |  |  |
| :---: | :---: | :---: | :---: |
|  |  |  |  |
| Stress | WLB | Job | Patisfaction |
| 6 | 2 | 8 | 6 |
| 5 | 8 | 7 | 9 |
| 5 | 8 | 7 | 9 |
| 6 | 2 | 7 | 9 |
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| :---: | :---: | :---: | :---: |
|  |  | Job | Pay |
| Stress | WLB | satisfaction | satisfaction |
| 6 | 2 | 8 | 6 |
| 5 | 8 | 7 | 9 |
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- Mean (or median) splits

4 out 7 ="high" scores
$4 / 7=.57(57 \%)$

3 out 7 ="low" scores

3/7 = . 43 (43\%)

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## Central tendency

- Mean, median, mode


## Central tendency

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- Represents a simple statistical model of the center of the distribution of scores.
- A hypothetical estimate of the "typical" score

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|  |  |  |  |
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| 5 | 8 | 7 | 9 |
| 6 | 2 | 7 | 9 |
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## Central tendency

- Mean, median, mode
- Represents the middle score of a set of ordered observations
- When there is an even number of observations the median is the average of the two scores that fall either side of what would be the middle value

| Table 1. Observed Data |  |  |  |
| :---: | :---: | :---: | :---: |
|  |  |  |  |
| Stress | WLB | satisfaction | Pay |
| 7 | 2 | 3 | 6 |
| 7 | 4 | 4 | 7 |
| 7 | 5 | 4 | 7 |
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| 5 | 8 | 7 | 9 |
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|  |  |  |  |
| Stress | WLB | sabisfaction | Pay |
| 5 | 8 | 7 | satisfaction |
| 5 | 8 | 7 | 9 |
| 6 | 2 | 7 | Ordered |
| from low- | 9 |  |  |
| 6 | 2 | 8 |  |
| to-high | 6 |  |  |
| 7 | 2 | 3 | 6 |
| 7 | 4 | 4 | 7 |
| 7 | 5 | $4 \downarrow$ | 7 |

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| 7 | 4 | 4 | 6 |
| 7 | 5 | 4 | 7 |
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| from low- | 7 |  |  |
| 5 | 8 | 7 | to-high |
| 6 | 2 | 7 | 9 |
| 6 | 2 | 8 | 9 |

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Calculate column median (mid-point of distribution)
Median job satisfaction rating $=7$

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- Can be bi-modal or even multi-modal

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| 6 | 2 | 8 | 6 |
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Calculate column mode

Modal job satisfaction rating $=7$




## MOTIVITIOMI



## The point is...

- Although we know about these measures of central tendency, we may not be using them to their full potential
- Many of the descriptive statistics that we aware of (e.g., mean) are meaningless if they are not reported in tandem with other important information
- What other important information should accompany the mean...


## Variance

- Standard deviation
- SD is an estimate of the average variability (spread) of a set of observations around the mean
- Importantly, SD is expressed in the same units of measurement as the raw scores
- It is the square root of the variance (sqrt[sum of squares/number of values])


## Variance

- Range
- The range of scores is the value of the smallest score subtracted from the highest score

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| 5 | 8 | 7 | 9 |
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Range $=\quad$ Highest score - lowest score
$=8-3$
$=5$

## Shape

- Skewness
- Kurtosis


## Shape

- Skewness $\rightarrow$ a measure of the symmetry of a frequency distribution
- Kurtosis


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Symmetrical distributions have a skew of 0

## Shape

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Positive
Skew

Symmetrical distributions have a skew of 0

When the frequent scores are clustered at the lower end of the distribution and the tail points to the higher (more positive) scores, the value of skew is positive

## Shape

- Skewness $\rightarrow$ a measure of the symmetry of a frequency distribution


## - Kurtosis



## Shape

- Skewness $\rightarrow$ a measure of the symmetry of a frequency distribution



## Shape

- Skewness
- Kurtosis $\rightarrow$ a measure of the degree

Normal kurtosis $=3$

## Shape

- Skewness
- Kurtosis $\rightarrow$ a measure of the degree



## Normal kurtosis = 3

$$
\text { Kurtosis < } 3 \rightarrow \text { Platykurtic }
$$

(the distribution produces fewer and less extreme values [e.g., outliers] than does the normal distribution)

## Shape

- Skewness
- Kurtosis $\rightarrow$ a measure of the degree



## Normal kurtosis = 3

Kurtosis $<3 \rightarrow$ Platykurtic
(the distribution produces fewer and less extreme values [e.g., outliers] than does the normal distribution)

Kurtosis > $3 \rightarrow$ Leptokurtic (this distribution produces more extreme values [e.g., outliers] than the normal distribution)

## Threats to descriptive statistics

- Missing data
- Outliers
- Range restriction


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> | 1. Missing Completely at Random (MCAR) |
| :--- |
| 2. Missing at Random (MAR) |
| 3. Missing Not at Random (MNAR; this type |
| of missingness cannot be ignored) |
| See |
| $\frac{\text { https://www.theanalysisfactor.com/missing }}{\text {-data-mechanism/ for an explanation of }}$ |
| each type of missing data. |

## Interpreting descriptive statistics

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- Etc.


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- As previously mentioned, descriptive statistics should be reported in tandem with other descriptive statistics
- The mean is not informative without reporting the corresponding SD
- The raw frequency is not informative without reporting the corresponding relative frequency
- Etc.
- Descriptive statistics are the gateway to more sophisticated, in-depth analyses
- Imagine that you observe low levels of job satisfaction among female employees. The next question that might need to be addressed is, "Why are females experiencing low levels of job satisfaction?"


## Comparing means

- $t$-test
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- $t$-test
- A t-test is a type of inferential statistic used to determine if there is a significant difference between the means of two groups, which may be related in certain features.
- Essentially, a t-test allows us to compare the average values of the two data sets and determine if they came from the same population.


## Comparing means

- $t$-test
- Remember Module 1 and NHST? What does the null hypothesis propose for a $t$-test?

| Null hypothesis: |
| :---: |
| A statistical test of the hypothesis that |
| suggests that there is no difference |
| between specified populations (or no |
| relation between constructs) and that |
| any observed difference is due to |
| sampling or experimenter error. |
| $r=0$ |

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| Null hypothesis: |
| :---: |
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| Emotional exhaustion $\rightarrow$ Turnover |
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here is no relation between emotional
exhaustion and turnover behavior
Emotional exhaustion $\rightarrow$ Turnover $r=0$

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