

# An Analysis of the convergent and discriminant validity of the Transformational Leadership Questionnaire

### Abstract

This paper sets out to provide evidence of the convergent and discriminant validity of a recently developed leadership questionnaire to support the assessment and development of leadership in organisations, the *Transformational Leadership Questionnaire (TLQ)*. The *TLQ* was developed on the basis of eliciting constructs of leadership from managers working at different levels (executive, top, senior, middle) in two large parts of the UK public sector, using a Grounded Theory approach.

Evidence is presented, from a sample of  $n = 1098$  male and female managers, that eight scales which measure different aspects of transformational leadership are significantly correlated with each of five criterion variables, even when the instrument is used in a public sector different from the one in which it was developed.

Discriminant analysis indicated, however, that the relationship between the scales and the criterion variables is not consistent for the different groups and sub-groups of managers, divided by level, by sex, and by level x sex. These latter data were interpreted, in the light of the 'range of convenience' corollary of Kelly's *Personal Construct Theory*, and of the concept of 'substitutes for leadership', as evidence that certain *TLQ* scales have particular relevance to certain groups and sub-groups of managers, and thus of the discriminant validity of the instrument, and further evidence of its construct validity.

### Brief Comment on Findings

The findings have important implications because they provide evidence of two aspects of the validity of the *TLQ*:

1. its convergent or 'criterion' validity, which is a measure of the extent to which an instrument or technique produces scores which are related to some relevant criterion which, in the present context, are staff attitudes to work and their reduced job-related stress; and
2. its discriminant validity, which is a measure of the extent to which particular leadership behaviours (as measured by the scales) have a particularly powerful impact on different groups and sub-groups of staff.

### References:

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