

THE HONG KONG POLYTECHNIC UNIVERSITY
DEPARTMENT OF MANAGEMENT & MARKETING

DEPARTMENTAL RESEARCH SEMINAR

"The Development of a Measure of Chinese Transformational Leadership: Discriminant, Predictive, and Incremental Validity"

By

Dr. Xu Huang

Date: Monday, 9 October 2006

Time: 3:00 - 4:00 p.m.

Venue: M802

All interested are welcome

*"The Development of a Measure of Chinese Transformational Leadership:
Discriminant, Predictive, and Incremental Validity"*

ABSTRACT

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The purpose of this research project was to identify leaders' characteristics and behaviors that are perceived as transformational by Chinese followers and to develop a Chinese transformational leadership scale. In this paper, we reported results of five studies conducted in various parts of China with respondents from different industries. In Studies 1 and 2, using both qualitative and quantitative methods, we identified four dimensions of Chinese transformational leadership, namely moral leadership, visionary motivation, individualized consideration, and professional expertise. This four-factor structure was replicated and confirmed in Study 3. In Study 4, consistent with the findings of prior studies, we found that Chinese transformational leadership had a stronger impact on procedural justice (that in turn was associated with trust in supervisor and in-role/extra-role work performances) than transactional leadership; while transactional leadership had a stronger impact on distributive justice than Chinese transformational leadership. Finally, in Study 5, we found that the Chinese transformational leadership measure had a stronger association with in-role/extra-role performances than Bass's (Bass & Avolio, 1991) transformational leadership measure did.