



Improved Forced Choice Assessment of Negative Leadership

Virginia Cheng, Jordan Epistola, James Grand & Paul Hanges
 Dynamical Systems Lab, University of Maryland, College Park

Introduction

- Negative leadership was previously believed to be the absence of effective leadership (3). However, it has many specific forms: abusive supervision (2), petty tyranny (1), destructive leadership (4), etc.
- Schmidt (2008) identified five distinct, but related dimensions of negative leadership.
 - Self-Promotion.** Acts only in the best interest to advance him/herself.
 - Abusive.** Harms/threatens follower well-being.
 - Unpredictability.** Unstable outbursts/moods.
 - Narcissism.** Thinks he/she is more capable, important and entitled to worship from others..
 - Authoritarian.** Very controlling of followers, discourages participation.
- However, Schmidt's (2008) measure is highly prone to social desirability bias and appears too negative for use in actual applied contexts.
- This research addresses this by converting Schmidt's scale into a Forced-Choice design and using item-response theory framework. Drasgow et al.'s (2010) ideal-point model is used to convert scores to allow for between person comparisons.
- The construct validity of our scale is presented.

Hypotheses

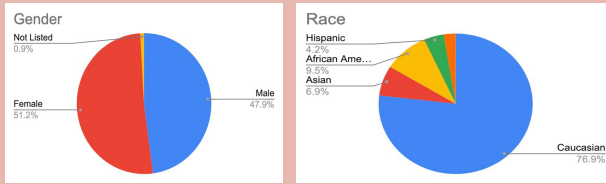
- Hypothesis 1:** The correlation among the negative leadership five dimensions will be stronger for the Schmidt self-report scales than for the IRT Forced-Choice scales.
- Hypothesis 2:** The dimensions in Schmidt's scale will be highly correlated with the matching dimensions used in our measure.
- Hypothesis 3:** The dimensions in Schmidt's scale will have lower correlations with non-matching dimensions than matching dimension in our scale.

Our Scale

- Changed the Schmidt (2008) dimensions to range from positive to negative behaviors.
 - Assessed the new items in terms of favorability and paired items based on favorability. This forced-choice scale was scored using an ideal-point IRT scoring algorithm to produce normative scores.
- A) **Self-Other Focus** (Adapted from Self-Promotion)
- "Only offers assistance to people who can help him/her get ahead"
 - "Focuses on the goals of his/her subordinates over his/her own"
- B) **Abusive-Civil Behavior** (Adapted from Abusive)
- "Publicly belittles subordinates"
 - "Encourages subordinates to have a healthy work-life balance"
- C) **Erratic-Consistent Tendency** (Adapted from Unpredictability)
- "Has explosive outbursts"
 - "Regulates his/her emotions throughout the day"
- D) **Narcissistic-Unselfish** (Adapted from Narcissism)
- "Thinks he/she is more capable than others"
 - "Does not feel entitled to special treatment from others"
- E) **Authoritarian-Participative** (Adapted from Authoritarian)
- "Controls how subordinates complete their tasks"
 - "Allows differing opinions and viewpoints from his/her subordinates"

Participants

- 303 total participants collected from Amazon Mechanical Turk.



Construct Validity Results

Hypothesis 1: (Supported)

- The average correlations of all dimensions were lower on our measure than Schmidt's scale.
- This shows support that our scale produces more conceptually distinct dimensions.

	Average
Schmidt Self Report	0.78
Forced Choice	0.59

Hypothesis 2: (Supported)

- The convergent data column reveals correlations of matching dimensions in our scale and Schmidt's.
- High correlation shows that our measure is strongly correlated to the matching Schmidt dimension.

	Convergent	Divergent
Self-Other	0.70	0.62
Abusive-Civil	0.76	0.62
Erratic-Consistent	0.72	0.60
Narcissistic-Unselfish	0.54	0.52
Authoritarian-Participative	0.71	0.58

Hypothesis 3: (Partially Supported)

- The divergent data column reveals the average correlation of non-matching dimensions.
- These correlations are smaller than convergent correlations indicating support of construct validity.
- Narcissistic-Unselfish dimension displayed some problems.

Discussion and Future Directions

- Congruent to our hypotheses, the data shows that our IRT Forced-Choice scale version was more successful in creating five distinct measures of toxic leadership than the Schmidt self-report scale
- Specifically, the construct validity data shows higher interrelated correlation among the Schmidt self-report than our IRT Forced-Choice scale version
- Moreover, the convergent and discriminant validity data supports that while our IRT Forced-Choice version does measure toxic leadership similar to Schmidt self-report scale, our five toxic masculinity dimensions are more non-identical.
- Future research could focus on retesting our hypotheses using a larger, different set of participants and examining criterion-validity of our measure.

References

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