Chapter 8
Development of the Five–Factor Holistic Ethical Leadership Questionnaire

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ABSTRACT

The authors present three studies that develop the five-scale measurement for holistic ethical leadership questionnaire. Study 1 reports the scale development process using predominately non-Western participants. Study 2 tests the five-scale instrument for convergent and discriminant validity as well as test-retest reliability using a subset of the sample who participated in Study 1. Study 3 used a sample of USA residents for confirmatory factor analysis from which a single factor emerged to measure holistic ethical leadership. The authors concluded that the five-scale instrument should be used when measuring non-Western participants and the single-scale should be used when measuring USA residents. The authors recommended follow-up research using qualitative methods to better understand the reasons why the single-scale measure works well with USA residents.

INTRODUCTION

Scale development consists of three broad steps: (a) development of content-related items through the use of literature review, factor analysis, and scale reliability tests; (b) concurrent and discriminate validity testing through the use of correlation; and (c) validity across populations that can be done with confirmatory factor analysis using one or more populations different from the population used in the development of the instrument. The purpose of this chapter is present the development and testing of the Holistic Ethical Leadership Questionnaire. The authors conducted three studies that follow the flow of scale development presented above. The first study shows the initial development, validity testing,

and reliability testing. The second study shows a test-retest reliability study using the same population as used in the first study. The third study presents a confirmatory factor analysis of the instrument but with a different population used in the first and second studies.

The lead author of this chapter developed the Holistic Ethical Leadership Questionnaire (HELQ) to help researchers and leadership development consultants measure all aspects of ethical leadership. The lead author encountered unethical leadership in his interactions with leaders in several Africa countries in which there was a disconnect between leaders espoused and practiced values, with regard to integrity and ethics. In the first study, Gemechu (2019) created a pool of 224 items, of which 81 items were approved by a panel of experts and administered pool of items to 628 participants. Principle component analysis, followed by scale optimization, resulted in five factors: (a) a five-item holistic service scale, a five-item ethical influence scale, a five-item integrated competence scale, a three-item financial stewardship scale, and a five-item healthy life scale. Gemechu et al. (2020) conducted the second study that correlated the five HELQ scales with the 10-item Essential Servant Leadership Behavior (ESLB) scale (Winston & Fields) and the eight-item extraversion scale of the Big-Five Personality test (John & Srivastava, 1999) as well as a test-retest of the five scales of the HELQ. The third study conducted by the present chapter authors conducted a confirmatory analysis of the HELQ's five factors and multiple regression of the five scales of HELQ with the five-item person-supervisor fit scale (P-S) of the Person-Environment fit instrument (Chuang et al., 2016).

This chapter reviews the three studies' processes and results and then offers a discussion of the contribution of the HELQ to researchers and leadership development consultants

STUDY 1: THE DEVELOPMENT OF THE HOLISTIC ETHICAL LEADERSHIP QUESTIONNAIRE

Gemechu (2019) developed the Holistic Ethical Leadership Questionnaire in response to observed and reported corruption across Africa, a concern previously stated by Mantzaris (2016) and since then by Ifedapo et al. (2020). Gemechu sought to add to the body of knowledge for ethical leadership by building upon the work of Trevino and Ball (1992), Trevino and Weaver (2003), and Ciulla (2014), in which ethical principles focused on respect for people, showing justice, manifesting honesty, serving others, and Northouse' (2016) concept of building community. Gemechu chose to extend the understanding of ethical leadership by broadening the view to be holistic, in which Gemechu incorporated the work of Priesmeyer et al. (2012), who examined the 'wholeness' of systems, along with the work of Auyang (1999) and Mankey (2007) whose research focused on understanding holistic leadership/influence as impacting the whole of individuals, groups, organizations, and society. Dhiman (2017) summarized the holistic focus in his definition of holistic leadership as follows:

Holistic leadership is a voyage of inner discovery that begins with the self-knowledge that serves as a prelude to leading from within. This journey begins with knowing oneself and culminates in living one's deepest values at the personal, team, and organizational level. We believe that effective leaders holistically engage the body, mind, heart, soul, and spirit of those whom they lead. (p. 6)

According to the work of Ciulla (2009), Eisenbeiß and Brodbeck (2014) and Treviño et al. (2000) describe the process of developing ethical leadership as first developing the moral person and then lead-

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