

The Motivational Effects of Charismatic Leadership: Charismatic Leaders' Behaviors and Their Effects on Followers

Jaepil Choi
Department of Management of
Organizations Hong Kong University of
Science and Technology Clear Water
Bay, Kowloon Hong Kong
(*mjjaepil@ust.hk*)

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This paper investigates the motivational effects of charismatic leadership. Charismatic leadership is assumed to have three core components: envisioning, empathy, and empowerment. A charismatic leader's envisioning behavior will influence followers' need for achievement, and empathy behavior will stimulate followers' need for affiliation. Followers' need for power will be enhanced by a charismatic leader's empowerment practice. Additionally, the three practices of charismatic leadership and followers' enhanced needs will promote followers' satisfaction, group cohesiveness, and self-leadership.

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1. Introduction

How do charismatic leaders transform their followers' needs? Although some studies have agreed that charismatic leaders inspire, excite, and arouse their followers (Bass, 1985; Burns, 1978; House, 1977; House, Spangler, & Woycke, 1991), very few theoretical models have been presented regarding the specific process through which charismatic leadership has its impact on the motivation of followers. A few reasons are responsible for this absence of theoretical research on the motivational effects of charismatic leadership. First, the elusive nature and the mystical connotation of

charismatic leadership (Conger & Kanungo, 1987) hinder leadership researchers from addressing its motivational effects. Since we do not have a definitive conceptualization of charismatic leadership, we find it difficult, if not impossible, to examine its effects on other phenomena, including followers' motivation.

Second, previous studies on charismatic leadership appeared to take a less dynamic approach in the sense that they have focused on the leader's personality traits (Behling & McFillen, 1996; Dubinsky, Yammarino, & Jolson, 1995; Nadler & Tushman, 1990), behavioral constellation (Conger & Kanungo, 1987; Choi, 1997), and motives profiles (House, 1977; House et al., 1991) with little consideration of the interaction between a leader

and followers. In other words, they failed to give enough attention to an effect of charismatic leadership on followers. This paper, however, takes an interactive approach to charismatic leadership in a way that emphasizes the interpersonal interaction between a charismatic leader and followers. The primary interest of this paper lies in charismatic effects indicating the relationship between a charismatic leader's behaviors and the response of followers rather than in the charismatic personality of the leader per se (e.g., House et al., 1991).

The current paper presents a conceptual framework for understanding the motivational effects of charismatic leadership. On the basis of the theoretical framework, we present a number of propositions about the relationships between charismatic leadership and the needs of followers. More specifically, this paper attempts to answer the question as to how components of charismatic leadership are associated with the followers' needs. In addition, we are also interested in accounting for the consequences of followers' needs enhanced by charismatic leadership.

In the remainder of this paper, we first briefly discuss charismatic leadership, and then its three core components are described. Then, we specify the needs of followers that may be influenced by each of the three components of charismatic leadership. This part also presents several propositions regarding

the transformational processes of the followers' needs. Next, we examine the consequences influenced by the interaction of charismatic leadership and the followers' needs. Finally, we suggest the desirable directions for future study on the motivational effects of charismatic leadership.

THREE COMPONENTS OF CHARISMATIC LEADERSHIP

Increasing research attention during the past three decades has been directed toward transformational and charismatic leadership. In particular, Zaleznick (1977) distinguished between managers and leaders in terms of their attitudes towards task goals. Whereas the main task of managers is to maintain the balance of present operations, the principal role of leaders is to create excitement in work and to imagine new areas to explore, which are typical characteristics of transformational/charismatic leaders. Later, Burns (1978) and Bass (1985) distinguished the concepts of "transactional leadership" and "transformational leadership." This distinction opened a new avenue to better studying leadership.

In the past, most of the leadership literature has focused on exchange-oriented or transactional relationship between a leader and

followers. Based on mutual dependence, a *transactional* leader clarifies the followers' task requirements and provides rewards in exchange for followers' compliance with the leader's directions. There exists very little room for emotional attachment between the leader and followers. The major properties of transactional leadership lie in the leader's power with regard to rewards and discipline and the mutual implicit contract between the leader and followers.

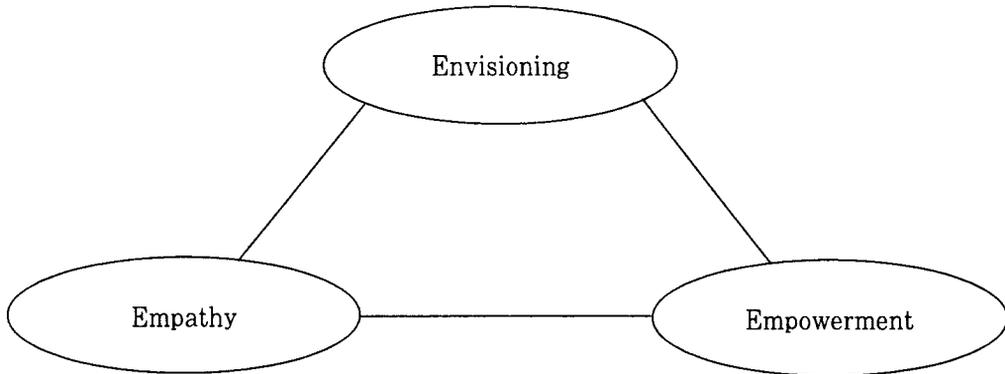
Transactional leadership was sufficient to meet the needs of followers in a stable environment. Dramatic environmental change and the diverse followers' needs, however, need a new type of leadership: *transformational* leadership (Bass, 1985; Burns, 1978). Transformational leaders embrace paradox, create a vision of change, play a role as change agents (Kanter, 1983), initiate a self-renewing organization, and facilitate empowerment based on their belief in people (Tichy & DeVanna, 1986). The major properties of transformational leadership lie in a crisis, a mission, a vision, and a participative process and structure (Roberts, 1985).

Charisma is one of the central parts of the transformational process and accounts for the largest portion in transformational leadership (Bass, Avolio, & Goodheim, 1987). The term "charisma," whose initial meaning is a gift in Greek, has been frequently used in politics and religion. Its original meaning

was focused on legitimacy of power. For example, Weber defined it as any quality of the individual's personality by virtue of which he is set apart from ordinary men and treated as endowed with supernatural, superhuman or at least specifically exceptional powers or qualities (Pugh, Hickson, & Hinnings, 1985: 16), which legitimize the exercise of authority. Etzioni (1961: 203) also described it as the ability of an actor to exercise diffuse and intensive influence over the normative (ideological) orientations of other actors.

Since Weber and Etzioni, many authors have addressed charisma in various ways (Kudisch, Poteet, Dobbins, Rush, & Russell, 1995). First, some researchers regarded it as nothing more than referent power, as defined by French and Raven (1968). Second, some other researchers considered it a combination of referent and expert power. For example, Halpert (1990) presented three dimensions of charisma (i.e., expert power, referent power, and job-involvement). Finally, others explained charisma as a construct distinguishable and independent from referent and expert power. According to Howell and Frost (1989), charismatic leadership style can be isolated, identified, and distinguished from other leadership styles (e.g., structuring, considerate style), and thus it is a qualitatively different leadership. Kudisch et al. (1995) investigated whether charisma exists

〈Figure 1〉 Three Components of Charismatic Leadership



as an empirically distinct power base. In their study, subordinates do in fact judge charisma to be qualitatively different from their perceptions of a leader's referent and expert power. These authors thus confirmed construct validity of charisma, and researchers should, they argued, admit the distinctiveness of charisma.

This paper contends that charismatic leadership is a multidimensional concept. More specifically, charismatic leadership is considered to be a constellation of three key components: envisioning, empathy, and empowerment. These three components are in line with central parts of charismatic leadership suggested by many previous studies (e.g., Bass, 1985; Burke, 1986; Burns, 1978; Conger & Kanungo, 1987; Tichy & DeVanna, 1986; Zaleznick, 1977). For instance, Conger (1989) suggested that envisioning, communication of vision, trust, and empowerment are key components of charismatic leadership. In a

similar vein, Nadler and Tushman (1990) presented tri-components of charismatic leadership: envisioning, energizing, and enabling. Kirkpatrick and Locke (1996) also supposed three core components of charismatic leadership focusing on the formulation and communication of vision: vision, vision implementation through task cues, and communication style. 〈Figure 1〉 presents the three components of charismatic leadership.

Envisioning

Almost all work on charismatic leadership has argued that the creation and communication of a vision is a central part of charismatic leadership. Vision refers to idealized goals that a leader wants an organization to achieve in the future (Conger & Kanungo, 1987). House (1977), for example, pointed out that the most significant role of a charismatic leader is to articulate ideological

goals for followers. Bass (1985) also considered the intellectual stimulation through providing a vision to be one of the key behavioral elements of charismatic leadership. In a similar vein, Conger and Kanungo (1987) indicated that a successful charismatic leader specifies a vision that is greatly discrepant from the status quo. Simonton (1988) also suggested that the articulation of a vision and the creation of new goals for followers are central elements of political charismatic leaders. Similarly, Nadler and Tushman (1990) supposed that envisioning is a quintessential behavior of a charismatic leader. Envisioning involves the creation of a picture of the future, or of a desired future state with which people can identify and which can generate excitement. As such, many previous studies have agreed that the formulation of vision is an important component of charismatic leadership.

In addition to developing a vision for followers, charismatic leaders have abilities to communicate and persuade on an emotional level (Behling & McFillen, 1996; Conger, 1989). Most charismatic leaders are more affective and persuasive speakers. They are very adept at using various rhetoric techniques such as metaphors, analogies, organizational stories, repetition, and rhythm to inculcate key ideas into the followers' mind (Conger, 1989; Wilner, 1984). Besides rhetoric techniques, charismatic leaders communicate

their vision through actions (Conger & Kanungo, 1987; House, 1977; Howell & Frost, 1989; Kirkpatrick & Locke, 1996). By showing unwavering dedication to vision, they inspire followers to transcend their self-interest (Behling & McFillen, 1996).

In summary, the formulation and communication of a common vision is a critical role played by charismatic leaders. For example, Choi (1997) demonstrated, using confirmatory factor analysis, that a vision is one of important dimensions of charismatic leadership.

Proposition 1a: A charismatic leader formulates a vision for a desirable future state and communicates it with followers through the use of various rhetoric techniques and actions.

Empathy

Many researchers emphasized the importance of leader's sensitivity to the followers' needs. A charismatic leader has a strong tendency to show sensitivity to environmental factors, including followers (Conger & Kanungo, 1987). This paper, therefore, assumes that the sensitivity to followers' individual needs and goals is a second component of charismatic leadership. We label this sensitivity as empathy.

The long history of leadership study contains a few streams of research empha-

sizing leader's empathy behaviors. Studies on 'consideration' behaviors were the first attempt to emphasize the leader's empathy behavior. Consideration is the extent to which leaders are likely to have relationships that are characterized by mutual trust, two-way communication, respect for employees' idea, and consideration for their feelings (Hellriegel, Slocum, & Woodman, 1995). A high degree of consideration implies a strong sensitivity to followers' needs. According to leader-member exchange (LMX) theory (Dansereau, Graen, & Haga, 1975), although a leader maintains a formal, even superficial, relationship with out-group members, the leader shows strong interest in and sensitivity to in-group followers. The leader expresses sincere attention to in-group followers' individual needs and goals.

Empathy is a vital leadership quality of entering into another person's feelings and perspectives (Burns, 1978). Charismatic leaders can be characterized as empathic individual who display an awareness of other's emotions. They show sincere awareness of followers' needs and preferences and arouses followers to transcend their self-interest for the sake of the group or organization (Bass, 1985).

Proposition 1b: A charismatic leader is highly sensitive to followers' needs and goals.

Empowerment

Empowerment is an emerging construct for explaining organizational effectiveness and dealing with issues of the powerlessness of minorities (Conger & Kanungo, 1988). It is defined as a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and informal techniques of providing efficacy information (Conger & Kanungo, 1988: 474). Empowerment should not be regarded as identical with the delegating or sharing power with subordinates, which is a prevalent misconception about empowerment. Rather, it refers to a process whereby an individual's belief in his/her self-efficacy is enhanced.

Scholars have assumed that charismatic leaders support and facilitate empowerment practices in their groups and organizations (Tichy & DeVanna, 1986). Charismatic leaders manifest confidence in their subordinates and project self-confidence (House et al., 1991). Based on belief about human nature, they foster conditions whereby subordinates can influence decisions that directly affect them and their works. They also create followers' successful experiences by increasing followers' ability to do something (Burke, 1986).

Empowerment practice can be a criterion for determining whether one is a charismatic leader or a manager (Burke, 1986; Zaleznick, 1977). A charismatic leader engages in enhancing the self-efficacy of followers in order to empower subordinates. More specifically, a charismatic leader provides followers with informal, personal recognition and inspires followers to do more than they thought they could do (Burke, 1986). In general, a charismatic leader empowers followers in two ways: 1) directly through interaction with followers; and 2) indirectly through the use of certain managerial techniques that provide followers with opportunities to experience success (Behling & McFillen, 1996).

Proposition 1c: A charismatic leader enhances followers' self efficacy and their confidence in their own ability to overcome obstacles.

CHARISMATIC LEADERSHIP AND THE THREE NEEDS OF FOLLOWERS

Human needs have been an intriguing topic of motivation theorists for several decades (Alderfer, 1972; Herzberg, 1966; Maslow, 1954). Their research has focused on the specification of the factors within a person

that motivate people. These factors include a wide variety of needs, such as physiological, social, and self-related needs.

In this paper, we examine the three needs motivated by charismatic leadership: need for achievement, need for affiliation, and need for power. These needs are proposed by the manifest needs theory of Murray (1938) and McClelland (1961, 1971). Unlike the other need theories assuming a hierarchy of needs (e.g., Alderfer, 1972; Maslow, 1954), manifest needs theory (Murray, 1938) argues that people possess at any one time a variety of divergent needs (Steers, 1987). This theory has received a considerable support in empirical studies (McClelland, 1961; Steers & Braunstein, 1976).

Many of charismatic leadership studies have focused on describing charismatic leaders' three needs. In particular, in a study of House et al. (1991), behavioral charisma was positively related to a need for power and negatively related to a need for achievement and a need for affiliation. House (1977) also argued that one motive that differentiates charismatic leaders from others is an exceptionally high need for power. House (1977) and Bass (1985) suggested that a need for achievement, which motivates personal action rather than action directed at, for, and with others, could be viewed as a liability rather than an asset for charismatic leaders. Bass (1985) additionally supposed

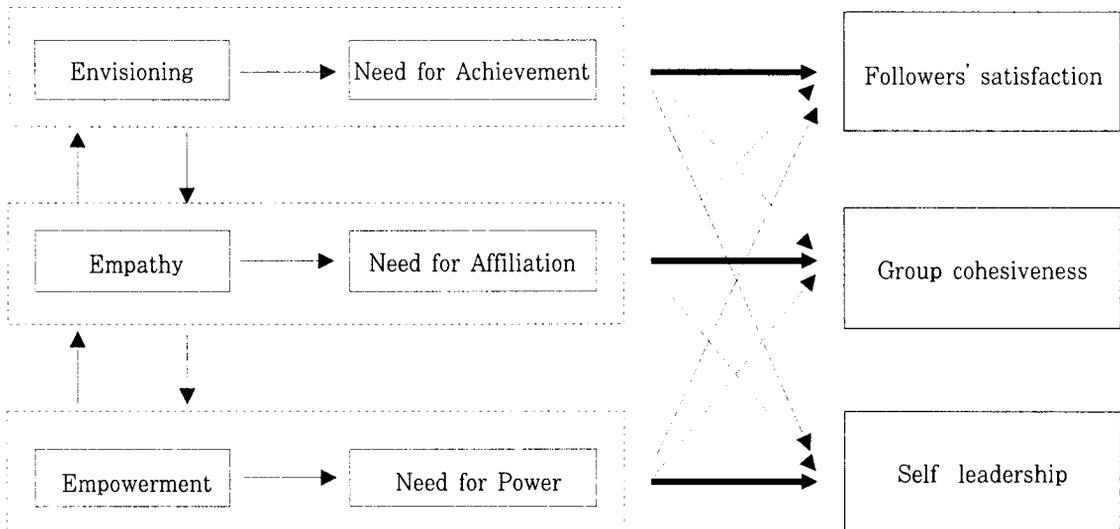
that charismatic leaders have low need for affiliation, so that they can reprimand their subordinates more easily than others. As such, previous studies explored the motive profiles of charismatic leaders in terms of the three needs. However, little research has attempted to examine the influence of charismatic leadership on followers' three needs.

One of primary interests of this paper is to investigate the motivational effects of charismatic leadership rather than the motive profiles of charismatic leaders. Now, we will discuss the effects of three components of charismatic leadership on three needs of followers and derive several propositions concerning them. <Figure 2> summarizes a conceptual framework of the motivational effects of charismatic leadership.

Need for Achievement

Need for achievement (n-Ach) is defined as "a concern for long-term involvement, competition against some standard of excellence, and unique accomplishment" (McClelland, 1961). High n-Ach is characterized by: 1) a high interest in tasks that require a considerable level of skills and problem solving ability; 2) a low interest in tasks in which success depends on luck; 3) a tendency to set moderately difficult goals; 4) a preference for concrete and quantitative feedback; and 5) a pursuit of satisfaction following task itself and task performance. Need for achievement characterizes individuals who are motivated or driven by a need for personal accomplishment through their own efforts

<Figure 2> A Theoretical Model on the Motivational Effects of Charismatic Leadership



(House et al., 1991). Low n-Ach, in contrast, is typically characterized by preference for low risk levels on tasks and for shared responsibility on tasks (Steers, 1987).

Although charismatic leaders themselves have low n-Ach (House et al., 1991), they enhance the followers' n-Ach through envisioning behaviors. A charismatic leader's vision affects followers' n-Ach to the extent that it inspires or leads to the setting of specific goals (Kirkpatrick & Locke, 1996). Charismatic leaders provide high clarity regarding *what* is to be accomplished and ambiguity about *how* to accomplish the mission (Burke, 1986). In other words, charismatic leaders generally emphasize goals of followers and provide goals through envisioning behaviors. The specification of direction of followers' behaviors stimulates and enhances n-Ach of followers.

Charismatic leaders present an idealized vision that is greatly discrepant from status quo (Conger & Kanungo, 1987). Although their vision may be accepted by followers, the attainment of the vision is not an easy matter. By providing a moderately difficult vision, charismatic leaders can stimulate followers' n-Ach.

Proposition 2a: *Charismatic leader's envisioning behaviors will stimulate and enhance followers' need for achievement.*

Need for Affiliation

Need for affiliation (n-Aff) is defined as "a concern for establishing, maintaining, and restoring close personal, emotional relationships with others" (Heynes, Veroff, & Atkinson, 1958). This need should not be confused with being sociable or popular; instead, it is the need for human companionship and reassurance (Steers, 1987). High n-Aff is characterized by: 1) a strong desire to be liked by others; 2) a sensitivity to others' emotion; 3) a more emphasis on favorable relationships with coworkers rather than on task performance; and 4) a tendency to be attracted to group tasks.

Although charismatic leaders themselves have low n-Aff (House et al., 1991), they enhance the followers' n-Aff through empathy behavior. We should note that a charismatic leader's low n-Aff may not be necessarily associated with less empathy behaviors. As mentioned earlier, empathy refers to sensitivity to others' needs and preference. A leader who is low on n-Aff can make decisions on the basis of organizational necessity. Therefore, even when the leader may have low n-Aff, the charismatic leader can be sensitive to followers' needs if doing so is required to meet organizational needs.

The followers' enhanced n-Aff appears in the form of trust in the leader. Trust refers to optimistic expectations about the behavior

of a second person under conditions of personal dependence (Hosmer, 1995: 391). Trust is generally associated with voluntary cooperation, and is essential for stable interpersonal relationships and for a cooperative organizational climate (Atwater, 1988). According to previous research on trust, the extent to which a person trusts in others is largely determined by a trustee's characteristics such as ability, benevolence, and integrity (Butler, 1991; Mayer, Davis, & Schoorman, 1995).

Given that a trustee's characteristics greatly determine the level of trust, charismatic leadership is a critical factor for developing trust. Conger (1989) argues that charismatic leaders build trust through their expertise and high commitment to the cause. In addition, a charismatic leader's sensitivity to the followers' needs will enhance the followers' trust in the leader. The more sensitive to followers' needs a leader is, the stronger the trust in the leader which the followers will feel, and the higher n-Aff the followers will have. Moreover, followers will show escalation of trust, so that it will strengthen followers' n-Aff over time. In short, a leader's empathy behaviors will lead to enhancement of followers' n-Aff.

Proposition 2b: Charismatic leader's empathy behaviors will stimulate and enhance followers' need for affiliation.

Need for Power

Need for power (n-Pow) is defined as "a concern for influencing others and controlling one's environment" (Steers, 1987). High n-Pow is characterized by: 1) a tendency to attempt to influence directly by making suggestions, by giving opinions and evaluations, and by trying to talk others into things; 2) a pursuit of positions of leadership in group activities; 3) a tendency to be verbally fluent, often talkative, sometimes argumentative (Steers, 1987); and 4) actions that have an emotional impact on others (Winter, 1973). Steers and Braunstein (1976) demonstrated that individuals with high n-Pow tend to be superior performers and were rated by others as having good leadership abilities.

Charismatic leaders enhance their followers' n-Pow through empowerment practice. The empowerment practice leads to enhancement of self-efficacy of followers, so that they will try to exercise influence over their environment. Charismatic leadership is also likely to be emulated and imitated by followers. While charismatic leaders have low n-Ach and low n-Aff, they express high n-Pow, because without such a need, it is unlikely that they develop the necessary persuasive skills to influence others and obtain satisfaction from the leadership role (House et al., 1991: 368). Observing charismatic leaders' behaviors led by high n-Pow, followers will learn the needs

and the behaviors. In sum, followers' power is enhanced through observational learning. The leader provides an ideal, a point of reference and a focus for followers' emulation and vicarious learning (Bandura, 1977; Shamir, House, & Arthur, 1993). A recent study described the imitation of charismatic leadership as "the falling dominoes effects of charismatic leadership" (Bass, Waldman, Avolio, & Bebb, 1987).

Proposition 2c: Charismatic leader's empowerment behaviors will stimulate and enhance followers' need for power.

THE CONSEQUENCES OF MOTIVATIONAL EFFECT OF CHARISMATIC LEADERSHIP

Satisfaction

Many authors have presented various factors determining and influencing job satisfaction. Among others, leadership has been considered to be a very influential factor in terms not only of satisfaction with supervision but also of general satisfaction. We predict that the impact of leadership on follower's satisfaction will vary with leadership styles. Prior research, for instance, has demonstrated that transformational leadership

is more closely associated with followers' satisfaction than is transactional leadership (Deluga, 1988; Koh, Steers, & Terborg, 1995).

Several researchers have given attention to the effect of charismatic leadership on followers' satisfaction with their supervision. For example, of charisma, referent power, and expert power, charisma has been identified as the only factor that significantly influences subordinates' satisfaction with their supervision (Kudisch et al., 1995). Similarly, among charisma, individualized consideration and intellectual stimulation, only charisma has a significant impact on followers' satisfaction with their leadership (Seltzer & Bass, 1990). Moreover, in determining subordinates' satisfaction with their leadership, charisma is known to suppress or supplement the effect of contingent reward behavior (Waldman, Bass, & Yammarino, 1990) and the effect of initiation and consideration behavior (Seltzer & Bass, 1990).

There is also ample evidence that shows that charismatic leadership enhances general satisfaction. According to Howell and Frost (1989), individuals led by a charismatic leader reported higher job satisfaction than did subordinates with considerate and/or structuring leaders. Podsakoff and his colleagues (1990) also showed that charismatic behavior as well as individualized support and intellectual stimulation enhanced job

satisfaction significantly. Contingent reward behavior, however, was not associated with followers' satisfaction.

Given the nature of charisma, it is more appropriate to study its impact on general job satisfaction, including satisfaction with supervision. In other words, the charismatic behaviors such as communicating a sense of mission, articulating a strong vision, and showing enthusiasm for the organization will have an influence on general satisfaction, including satisfaction with supervision.

In addition, most studies have principally addressed the relationship of charisma to present satisfaction. Considering the foregoing nature of charisma (i.e., emphasizing mission and vision for the future), we expect that followers with a charismatic leader are more likely to predict higher future satisfaction due to their strong vision and dream for the future.

Proposition 3a: *Followers working under a charismatic leader will be more satisfied.*

Proposition 3b: *Followers working under a charismatic leader will expect that they will be more satisfied in the future.*

Group Cohesiveness

A group has unique characteristics and an atmosphere that distinguish it from others. These unique characteristics of a group often

vest group members with pride in membership. Pride develops a more cohesive group, thereby uniting group members together. The more strongly the members are united, the less the members will feel an impulse to secede from the group, and the greater cohesiveness the group will show. Group cohesiveness refers to all forces that determine the degree of loyalty toward and exist from the focal group. It is associated with the degree of identification of group members with a group. It can be addressed in terms of interpersonal attraction that is a reinforcer of the need to remain in the group (Lott & Lott, 1965). The fundamental assumption is that, if group members feel attraction for one another, the members are willing to stay in the group voluntarily and therefore the group will be more cohesive.

Leadership style is one of the most important determinants of group cohesiveness (Hellriegel et al., 1995). In particular, charismatic leadership fosters high group cohesiveness. First, envisioning behaviors will enhance group cohesiveness. As mentioned earlier, envisioning behaviors can stimulate followers' n-Ach. Especially, when the group task requires cooperation among members, a vision will make group more cohesive. In addition, a superordinate goal is likely to decrease conflict among group members (Hunger & Stern, 1976).

Second, empathy behaviors will enhance

group cohesiveness. According to proposition 2b, empathy behaviors stimulate followers' n-Aff, so that mutual trust will develop between a charismatic leader and followers (Roberts, 1985). This mutual trust serves as emotional glue among members, and thus they will desire to remain in the group.

Third, empowerment practice will enhance group cohesiveness. As discussed earlier, empowerment behaviors stimulate followers' n-Pow. Followers' self-efficacy will be reinforced by empowerment. Therefore, the members will feel strong self-efficacy and self-esteem in the group. Consequently, they would not desire to secede from the group, so that the group will be more cohesive.

Proposition 3c: A group led by a charismatic leader will be more cohesive.

Self-Leadership

Self-leadership is conceptualized as a comprehensive self-influence that concerns leading oneself toward performance of naturally motivating tasks as well as managing oneself to do work that must be done but is not naturally motivating (Manz, 1986). The concept of self-leadership has been emphasized in both the popular press and in academic literature. Heightened interest in self-leadership results from team paradigm in management (Manz & Sims, 1993). Teams are seen as

an important way for employees to find satisfaction and dignity in the work. Especially, in autonomous work groups, employees can exercise considerable autonomy and discretion. They can make all decisions regarding group processes and outcomes.

Followers of charismatic leaders appear to become empowered and ultimately converted from followers to leaders. Preserving the capacity of followers to act autonomously is essential to maintaining the possibility of effective leadership in the present and future. As mentioned earlier, charismatic leaders are good models for followers. In the interaction with charismatic leaders, followers learn various leadership skills and behaviors (Howell, 1988). As such, charismatic leaders contribute to the development of self-leadership in their followers through both intentional, deliberate intervention and by their mere presence.

We propose that the interaction between the three core components of charismatic leadership and followers' needs develop self-leadership among the followers. To begin with, envisioning behavior helps followers formulate their goals. By facilitating goal setting, charismatic leaders enable followers to decide on their desired future (Manz, 1986). Following the stated goals, followers can manage their work and behavior. Whereas charismatic leaders clarify the direction for the future, followers decide on how they can accomplish the vision. Followers under

charismatic leaders are not passive, habituated followers but self-regulating, autonomous followers (Howell, 1988).

Second, empathy behavior and followers' need for affiliation enable followers to learn leadership skills and behaviors. Empathy behavior leading to trust in a leader helps followers identify themselves with a charismatic leader. Then, they will try to emulate a leader's behavior, because they feel a strong affective linkage with the leader. Strong identification with a charismatic leader leads followers to imitate leadership pattern (Bass et al., 1987). Actually, Manz and Sims (1986) demonstrated that leadership behaviors can be learned through observation of a leader's behaviors.

Third, empowerment behavior and followers' need for power provide followers with autonomy. Perceptions of autonomy and responsibility among followers with charismatic leaders will increase because they feel they experience more meaningful and productive work. They exercise more influence on decision making process that affects their working life (Tichy & DeVanna, 1986). They also want to be independent from their leaders and try to decide the details of their work for themselves. They self-regulate their behaviors without a detailed guidance from their leaders. Their high self-efficacy allows them to exercise self-leadership in their work.

Proposition 3d: Followers working under charismatic leaders can develop self-leadership more than those who work under leaders who are not charismatic.

CONCLUSION

This paper argues that charismatic leadership is a constellation of three components: envisioning, empathy, and empowerment. These key components stimulate and enhance followers' need for achievement, need for affiliation, and need for power, respectively. Furthermore, these motivational effects of charismatic leadership improve followers' satisfaction, group cohesiveness, and self-leadership.

Shamir et al. (1993) discussed the necessity for more research on the motivational process of charismatic leader's success in leading followers to transcend their own self-interest for the sake of the organization. In order to conduct empirical studies on such a process, we need a theoretical model that emphasizes the interaction between a charismatic leader and followers. This paper is a first step toward a comprehensive theoretical model for motivational effects of charismatic leadership. Most previous studies have agreed that charismatic leadership leads to followers' satisfaction and identification with

the organization. However, they give little attention to the question of what produces these effects. In this paper, we attempted to seek out the answer to this question in terms of the followers' three needs. This is the main contribution of this paper to charismatic leadership theory.

Conger (1989) discussed the charismatic relationship between a charismatic leader and followers. However, previous charismatic leadership theory did not include the *followers* aspect. This paper, in contrast, attempts to include the *followers* aspect, so that we can gain an insight into the effect of charismatic leadership. Only when we examine the process of the motivational effects of charismatic leadership can we have an integrated understanding of it.

We should note *three* additional considerations on charismatic leadership to which this paper has not to give enough attention. First, we emphasized the motivational effects of charismatic leadership. In other words, this paper discussed only the *functional* aspect of charismatic leadership. However, we should not ignore its dark side of charismatic leadership (Conger, 1989). For instance, the abuse of power, which is often shown in charismatic leadership, is likely to produce the negative effects on followers' motivation (Sankowsky, 1995). The future study on the motivational effects of charismatic leadership needs to explore this dys-

functional aspect as well.

Second, we paid very little attention to the group context that might have influence on the motivational effects of charismatic leadership. We tried to understand leadership and its effects on motivation in the interpersonal relationship between leaders and followers. However, it is well known that the context will have an impact on interpersonal interactions. For example, the behavior of charismatic leaders will sometimes vary with the situations of organizations. Therefore, the relative importance of the three core behavioral characteristics will differ according to the situation as well. Charismatic leaders may concentrate their energy on formulating a future vision. Also, individual characteristics of the leader and followers need to be considered. For instance, some followers may manifest a harmful level of dependence on charismatic leaders, contrary to the proposition implied by the conceptual framework of this paper.

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