

Charisma: Who Determines? Leader Or The Follower

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Abstract:

There is a certain degree of controversy concerning the charismatic leadership and the acceptance of the followers. Several studies have emphasised the fact that charismatic leader make an impact on the performance of the followers. There are studies which hypothesized the role of followers on determining a leader's charisma.

This article foresees the self-esteem of followers and its impact on the leader's charisma. A comprehensive construct is developed for charisma of the leaders, self-esteem, and self-consciousness of the followers. Standard scales have been used to collect data, and statistical tools have been administered to arrive at the results.

A surprising finding is it is not the charisma of the leaders that influences the followers. In contrast it is the self-esteem of the followers, its presence and absence that determine whether the leader is charismatic or not.

Charisma is not inborn; A charismatic leader is evolved from followers who possess self-esteem. It's only the followers, who lack self-esteem, take the leader to be charismatic leader.

Keywords: Charismatic leader, Self Esteem, Leader, Followers, Charisma.

Introduction

There is a growing interest in the leadership thought in the recent past, called as the charismatic leadership (Conger & Kanungo, 1987, 1988). Outstanding leadership theories share a common thought that leaders have an exceptional capacity to make an emotive impact on the subordinates. The leaders tend to create a sense of commitment towards organisational goals among the employees. (Bass, 1985).

The theory of charismatic leadership has plenty of literature support from the existing studies. (House, 1977; Howell & Frost, 1989). The proposed concept of follower personality on the charismatic leaders is missing in the literature available moreover this study examines the impact of follower personality on the leadership effectiveness.

Throughout history people will look up to different persons who will rise as their leaders both in political and communal settings. Charismatic leaders generally initiate loyal followers towards themselves other than the legitimate formal respect.

Charismatic leaders instil a sense of vision on to his followers. The leader is very revolutionary in his ideas and approach. He breaks precedents. The leader outperforms others especially during times of disturbances. This makes him different from other leaders

It is to be understood that the charismatic appeal is depending on the follower's perception. Such kind of perception is attributed by the follower on the leader with the ability of the leader to unify the followers towards a common goal.

A certain extent of attraction is also exerted by the charismatic leader, which is contributed by his ability to focus the interest of the followers, unifying the followers for the purpose of the purpose of the unified goal.

The charismatic leader communicates with a commitment for the vision and mission of the organisation to his followers. He considers the relevance of culture and associates himself and the followers to the context.

Charismatic leadership has been an obscure research topic in the early 1980's (Berlew, 1974, House, 1977; Katz & Khan, 1978; Zalesnik & Kets de Vries, 1975). The study of charismatic leadership has shown great interest and resulted in plenty of empirical and theoretical studies. (Bass, 1985; Bass & Avolio, 1993; Conger & Kanungo, 1987, 1998; Conger, 1987).

The existing literature studies examines the dimension of leaders whereas they do not predict the follower's impact on the leader making them identify as charismatic leader. Secondly the casual relationship between the follower's self-esteem and the leader to be called a charismatic leader is the subject matter of study.

The study of charismatic leadership requires a multidimensional approach. (Conger & Kanungo, 1974), this study identifies the impact of the follower self-concept on the charismatic leader in a single phenomenal study.

In this article we investigate the transition from the traditional approach to the contemporary approach of charismatic leadership. Charisma is placed at the centre of analysis. This article concludes tabling that convinces the fact that charismatic leaders are the outcome of the self-esteem of the followers.

The nature of the Charismatic Leaders:

Charisma can be viewed as a supernatural gift of body and spirit with special qualities. In this article we summarise the attributes and charismatic features of leaders. The word charisma means gift. Max Weber (1947) had done extensive research in the domain of charismatic leadership.

Charismatic leader is a kind of extra ordinary leaders. They do turn the rudder to set the path. Charismatic leaderships are more pertinent to

modern organisations. It looks very personal and refers to leaders individually and not body. Charismatic leadership cannot be delegated, transferred, or inherited.

Literature states that charismatic leaders articulate the future vision, build credibility, create emotional bondage, and encourage the followers. Charismatic leaders persuade the followers to push beyond the one's personal self-interest into the organisational interest.

Charismatic leaders are sensitive and concerned about the followers' abilities and potential and constantly assesses the opportunities and threats in the environment. These charismatic leaders convincingly articulate the vision and show the path of change. Their decisions and actions are always consistent with the vision and mission of the organisation.

Charismatic leaders impress the subordinates by creating identity and meaningfulness in the minds (Gardner & Avolio, 1988). They appear powerful, innovative, trustworthy, in the eyes of the followers. (House & Shamir, 1993).

Attributes of Charismatic leader:

For a generalized literature discussion, we could identify that charismatic leader demonstrates always high energy, self-confidence, eloquence, and desire for challenges. They are convinced about their own ability and convey a message of determination and direction, (House & Aditya 1997, Shamir et al, 1993). They engage in innovative and unconventional practices (Conger & Kanungo, 1998).

All this prove to have a positive effect upon the followers most of the times (Waldman et al 2000). These leaders provide an assurance of comfort during uncertainties (French & Raven, 1968; Yukl, 2002). Charismatic leaders have eloquent rhetorical skills. They have the capability to translate abstract ideas into concrete executable actions (Javidan, 2001).

They have very high perseverance to foster organisational commitment among the followers. They willingly engage in self-sacrificing behaviours creating a will for collective good. (Tichy and Devanna, 1986).

In this article we examine the relationship of follower's self-esteem and the leader personified has the charismatic. The analysis

involves the self-concept of the subordinates and their acceptance of a leader as a charismatic leader.

Charismatic Leadership:

The academic literature on leadership research has substantiated that charismatic leadership is more effective than the other types of leadership styles. (Bass, 1985; Howell & Frost, 1989; Koena, Vogelaar & Soeters, 2002). Several studies on leadership have stated that charismatic leadership is related to leadership effectiveness. (Lowe, Kroeck & Sivasubramaniam, 1996). But then there is also a dark side of the charismatic leadership towards the performance. (Conger & Kanungo, 1998; Maccoby, 2000; Sankowsky, 1995).

Waldman, Ramiez, House and Puranam (2001) studied the relationship between the leadership charisma and the performance of the organisation especially when the environment is uncertain. Charismatic leaders can overcome major forces (Gersick, 1991), and adapt to new environment (Agle, 1993), their also their ability to motivate employees (Agle, 1993; Shamir et al 1993) capability to bring cohesion (Waldman & Yammarino, 1999) and excise power and energy (Finkelstein & Hambrick, 1996). Shamir & Howell (1999) noted that a visionary charismatic leader makes the followers also to see opportunities and provide hope.

Strategic leadership considers charisma has one of the key components. (Bass, 1990; Hunt, 1991; Pawar & Eastman, 1997). Charismatic paradigm has attracted several research works in the field. (Bass, 1990; Bass & Avolio, 1993; House & Shamir, 1993; Lowe et al. 1996; Yukl, 1994). It has been observed that followers of charismatic leaders demonstrate high satisfaction level engage in more efforts and organisation citizenship behaviour than the followers of non-charismatic leaders.

Few studies have highlighted the power distance among the followers and leaders. Charismatic leaders go through the hierarchy; however, they do bypass to reach the lower echelons (Yammarino, 1994). The perception of charisma among the followers will help t spread to their lower level creating a cascading effect (Waldman, Avolio and Bebb, 1987).

A charismatic leader just inspires the follower. (Trice & Beyer, 1993: 259). It is not just being nice to them always, but he builds trust through positive interaction. (Shamir, 1995). Several researchers have proposed theories based on charisma (Bass, 1990; House, 1971; Shamir, House, & Arthur, 1993; Weber, 1947). Members might want to identify themselves with the leader and the group. (Podsakoff, MacKenzie, Moorman, & Fetter, 1990).

Pillai and Mendl (1991) experimentally demonstrated that charismatic leaders evolve mostly from informal leadership. House et al. (1991) revealed that charismatic leadership is more common during crisis. These findings conclude that "crisis breeds charisma" (Klein & House, 1995).

House and Howell (1992) argued that socialistic charisma differs from individualistic charisma. It may be mistaken for Machiavellianism and authoritarianism which makes the followers loose interest and self-initiative. Charismatic attributions and leadership behaviours develop over time (Bligh et al., 2004).

Self-Concept:

Self-concept is an idea of oneself, feelings, beliefs, and values he/she associates with. There are three forms of self-concept identified namely image of the body, awareness of one's body and the overall sense of self.

Self-esteem is an important component of self-concept. (Wells & Marwell, 1976). Self esteem is the validation of oneself. People vary with positive or negative self-esteem, high and low self-esteem. It is understood that people with low self esteem lack self confidence in contrast to people possessing high self esteem who respect themselves and are not anxious about others reaction.

On the other hand, those with low self-self-esteem feel they are deficient and assess themselves very low. They are worried about social rejection and disapproval. Therefore, self-esteem is a powerful motivator for human conduct. People with low self-esteem are more vulnerable to criticism, whereas people with high self-esteem are highly satisfied and do not try to behave like someone else.

Self-esteem is the ability and belief about the competence of oneself. (Samir, House & Arthur, 1993). The followers associated with the leaders high valued vision, tends to inbuild high self-esteem. It is observed that followers feel that working for a charismatic leader increase one's self-esteem. (Bandura, 1986; conger, 1999; Eden, 1990).

The self-consciousness disposition also has its understanding of self-concept. Sociologists agree there is a self-concept component. (Rosenberg, 1979). Self-concept mostly focuses on self-esteem (Wells and Marwell, 1976; Wylie, 1979), however Rosenberg (1979) called this research self-concept which stretches beyond self-esteem.

Van Dyne et al. (2003) argued that follower's self-esteem is linked to citizenship behaviour. (Heider, 1958). Therefore, followers with high self-esteem, high positive self-worth do not engage in deviant behaviour and vice versa.

Several empirical research proved self-esteem is negatively correlated to deviance in workplace behaviour. (Ferris et al, 2009). Thus, the research supports with evidence that self-esteem promotes citizenship behaviour and self-esteem of employees discourages workplace deviant behaviour.

Measures

Statistical tools were administered to study the direct and indirect impact of self-esteem of the followers on the charismatic leader.

Measures for charisma of leaders and follower's self-concept were collected from 598 managers in a large, diversified company. The participants were employees in a large conglomerate. The respondents responded to a questionnaire assessing their leaders behaviour using charismatic scale and their own individual self-esteem.

Rosenberg's self-esteem scale:

I count around here.
I am taken seriously
I am important
I am trusted
There is faith in me
I can make a difference
I am valuable
I am helpful

I am efficient
I am co-operative.

Self-consciousness, Fenigstein et al ,1975

I am always trying to figure out myself.
I reflect about myself a lot.
I never scrutinise myself.
I'm generally attentive to my feelings
I am constantly examining my motives.
I'm alert to changes in my mood.
I am aware of the way my mind works when I work through a problem.

Charismatic scale: The charismatic scale comprises of the following dimensions namely environmental sensitivity, vision and articulation, personal risk, unconventional behaviour, sensitivity to member's needs, and does not maintain status quo.

Follower perceptions of their leader's behaviour is attributed with the Conger - Kanungo model of charismatic leadership. Charismatic leadership is measured based on followers' perception. The model proposes the behavioural components in the leadership process. A lot of research has been conducted on this model of charisma, however, there has been an absence of empirical studies linking the behavioural dimension and the follower's effects.

Vision and articulation.

1. Exciting public speaker
2. Appears to be a skilful performer when presenting to a group
3. Inspirational, able to motivate by effectively articulating the importance of what organizational members are doing
4. Has vision, often brings up ideas about possibilities for the future.

- | |
|---|
| 5. Consistently generates new ideas for the future of the organization. |
|---|

Environmental sensitivity

1. Readily recognizes constraints in the organization's social and cultural environment (cultural norms, lack of grass roots support, etc) that may stand in the way of achieving organizational objectives.
2. Readily recognizes constraints in the physical environment (technological limitations, lack of resources, etc) that may stand in the way of achieving organizational objectives.
3. Readily recognizes barriers/forces within the organization that may block or hinder achievement of his/her goals.
4. Recognizes the abilities and skills of other members in the organization.
5. Recognizes the limitations of other members in the organization.
6. Readily recognizes new environmental opportunities (favourable physical and social conditions) that may facilitate achievement or organizational objectives

Unconventional behaviour

1. Engages in unconventional behaviour to achieve organizational goals.
2. Uses non-traditional means to achieve organizational goals.
3. Often exhibits unique behaviour that surprises other members of the organisation.

Personal risk

1. In pursuing organizational objectives, engages in activities involving considerable personal risk
2. In pursuing organizational objectives, engages in activities involving considerable self-sacrifice
3. Takes high personal risk for the sake of the organization
4. Often incurs high personal costs for the good of the organization.

Sensitivity to member needs

1. Shows sensitivity for the needs and feelings of other members in the organization.
2. Influences others by developing mutual liking and respect.
3. Often expresses personal concern for the needs and feelings of other members of the organization.

Does not maintain status quo

1. Tries to maintain the status quo or the normal way of doing things.
2. Advocates following non-risky well-established courses of action to achieve organizational goals

The study was carried out among professionals, who are employed at a variety of organisations, services, manufacturing and who also volunteered to participate in the study. The age of the respondents ranged from 30 – 50 years and the tenure of the job ranged between 3 yrs., and above which constitutes both male and female employees.

Data Collection: Data was collected using google forms and some direct interviews made by the researchers. A questionnaire consisting of instruments for charismatic leader, self-esteem and self-consciousnesses was distributed. Anonymity of the respondents were maintained. The objective of this data

collection was well explained to the respondents. A total of 598 responded with a usable form.

Need and significance of the study:

Existing literature focuses on the leader centric process and relies heavily on the influence of leader's characteristics on follower's motivation, performance, attitudes, and behaviour. However, in this article the role of followers on the acceptance of leader as a charismatic leader. We hypothesise that role of followers plays an active role in defining the leadership process as a charismatic elder.

Following the other researchers (Shamir, House & Arthur, 1993) we also reiterate that follower's self-concept is one of significant determinant of the charismatic leader. The followers determine the type of leader they endorse their individual self-concept, susceptibility to the influence of the leader. All this together determines the results of the charismatic leadership.

This study builds upon the robust theories on leadership especially on charismatic leadership theory. Usually leadership theories are leader-centric (Fiedler's (1967), Hersey Blanchard (1977), Vroom & Yetton (1973). Followers are usually left out. Only LMX theory highlights the abilities of the followers to influence the leaders through leader-follower relationship but does not speak about charismatic leadership. So LMX theory could be complimented.

Charismatic leadership theories put spotlight on persuasive of power of leaders, who are like celluloid heroes, who could swing the passive followers into action. Followers are, in general, treated like passive herd. Exceptionally the authors, backed up by leadership literature, emphasizes the important role of the followers who are capable of exerting influence on the charismatic leaders. They spell out the follower's power to transform them with selective and differential responses to the leaders.

Integrating self-identity theory, the authors showcase how charismatic relationship is built gradually over time between the leader and the followers through self-concept- personalized, socialized.

The article points to the conceptual argument and substantial empirical support for a positive relationship between self-esteem of the follower and high Organisational citizenship behaviour and a negative relationship between self-esteem and deviant behaviour in the workplace

This relationship between follower and leaders starts with material benefits, moves further to social and culminates in psychological benefits. At this point of high degree of trust and unleashing of transformational power, one moves from self-interest to collective interest and to achieve the missions.

This study reiterates the other studies (Lord et al, 1999; Shamir, House & Arthur, 1993) that self-concept is one of significant determinant of the charismatic leader. Followers with low self-esteem and those who are under physical, economical, and psychological stress become vulnerable to the influence of leaders' divisive ideologies. Wanting self-direction, they easily develop personalized relationship with the leaders. On the other, followers with high self-concept prioritize self-expression and self-consistency.

The research done among professionals reiterates the important fact: the role of followers in creating a charismatic leader. The followers create charismatic leaders. And the followers with high self-concept can transform their leaders and exert impact through their differential responses and reactions to the leaders.

The empirical study clearly pinpoints how followers with low self-esteem develop personalized identity and those with high self-concept form social identities. The authors contrast between relational and collective self. Followers who activate relational self tend to derive their self-worth enhancing their relationship with charismatic leaders. In contrast, followers of collective self, forge membership with groups or organization and identify with the success and failures of organization. They easily identify with the leaders who embody values and mission.

Theories:

The influence of leadership is not new in literature theories.

Fiedler's (1967) contingency model signifies the followers support and loyalty is an important factor determining the leadership effectiveness. Hersey Blanchard (1977) in path goal theory states the followers' skills and experiences influences the leader's style of leadership.

Vroom & Yetton (1973) includes followers professional; orientation in the leader's behaviour All the above-mentioned theories focus on the leader behaviour that which is the outcome of the follower's behaviour. None of the above theory addresses the charismatic leadership and the role of the followers is defining the same.

The only theory LMX unlike others acknowledges the role of the followers mutually play an important role in the quality of leadership process. LMX theory highlights the abilities of the followers that contribute to the quality of the leader member relationship, but this theory does did not emphasize on the charismatic leadership. LMX theory could be complimented has it lays emphasis on the follower and extend it too charismatic elder.

The essence of charismatic leadership could be explained with the follower's self-concept (Brewer & Gardner, 1996; Lord et al, 1999) namely self-esteem and the self-consciousness of the follower. The self-esteem of the follower is basically to enhance the individual status and achievements. In charismatic leadership the relationship is based on the follower's personal identification.

Campbell (199) has provided a construct for self-concept. This construct is almost related to self-esteem. People with high self-esteem have high self-concept and vice versa. The concept of strong followers is not dealt with in these theories. Followers having low self-concept are highly susceptible to attractive and powerful leaders (Brockner,1988). They need direction and identify self-direction from charismatic leaders. In contrast followers with high self-concept are less probable to be directed.

Table No. 2 Total Variance Explained.

Component	Total	Initial Eigen values % of	Cumulative %	Total	% Of Variance	cumulative %	Total	Variance	cumulative %

Followers' response: Once the charismatic relationship is formed there are several consequences. The low self-concept of followers makes them follow with blind faith and obedience to the leader. They are likely to depend on the leader, however in the absence of the leader will follower's motivation and commitment will drastically come down (Kark & Sharmis, 2002).

A major implication is the follower are responsible for the leader to be a charismatic leader. The dark side of the charismatic leader (Conger,1990; House & Howell,1992; Howell & Avolio,1992; Sankowsky,1995) is that just because of the blind faith and unquestionable obedience elicited, they may engage in his /her misguided goals.

Analysis does not undermine the responsibility of the leader in the process of charismatic relationship. However, the importance on the followers will enlighten us on the role followers play in the detrimental as well as the useful consequences of charismatic leader. Therefore, we not only need good and effective leaders but also followers. Understanding followers is as important as understanding leaders because it is the followers who determine the leaders especially charismatic leader.

Factor analysis:

Charismatic Leadership:

Table No. 1

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.825
Bartlett's Test of Sphericity Approx. Chi-Square	5496.551
df	276
Sig.	.000

		Varian ce							
1	5.93 7	24.736	24.736	5.93 7	24.736	24.736	4.08 8	17.033	17.033
2	2.89 5	12.061	36.797	2.89 5	12.061	36.797	2.48 6	10.359	27.391
3	2.05 5	8.564	45.361	2.05 5	8.564	45.361	2.40 8	10.033	37.425
4	1.60 2	6.675	52.036	1.60 2	6.675	52.036	2.34 4	9.765	47.189
5	1.23 9	5.161	57.198	1.23 9	5.161	57.198	1.77 2	7.384	54.573
6	1.06 9	4.454	61.652	1.06 9	4.454	61.652	1.69 9	7.079	61.652
7	.993	4.137	65.789						
8	.843	3.512	69.301						
9	.786	3.274	72.575						
10	.705	2.937	75.512						
11	.634	2.640	78.152						
12	.603	2.512	80.664						
13	.575	2.397	83.061						
14	.563	2.347	85.408						
15	.501	2.086	87.494						
16	.441	1.836	89.330						
17	.416	1.734	91.064						
18	.399	1.663	92.727						
19	.380	1.584	94.311						
20	.326	1.357	95.668						
21	.292	1.216	96.885						
22	.268	1.117	98.002						
23	.256	1.067	99.069						
24	.223	.931	100.000						

Extraction Method: Principal Component Analysis.

Table No. 3

	1	2	3	4	5	6
Environmental sensitivity	.669					
Environmental sensitivity	.721					
Environmental sensitivity	.757					
Environmental sensitivity	.766					
Environmental sensitivity	.661					
Environmental sensitivity	.751					
Environmental sensitivity	.695					
Unconventional Behaviour					.732	
Unconventional Behaviour					.787	
Unconventional Behaviour					.564	
Sensitivity to members needs				.806		
Sensitivity to members needs				.877		
Sensitivity to members needs				.818		
Does not maintain status quo						.853
Does not maintain status quo						.896

Vision and articulation		.644				
Vision and articulation		.801				
Vision and articulation		.688				
Vision and articulation		.704				
Vision and articulation		.551				
Personal Risk			.755			
Personal Risk			.672			
Personal Risk			.723			
Personal Risk			.619			

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

- a. Rotation converged in 6 iterations.

Table No. 4

KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.803
Bartlett's Test of Sphericity Approx. Chi-Square	1774.064
df	66
Sig.	.000

Total Variance explained

Table No. 5

Component	Total	Initial Eigen values % of Variance	cumulative %	Total	% Of Variance	cumulative %	Total	Variance	cumulative %
1	31.019	31.019	31.019	3.722	31.019	31.019	3.114	25.953	25.953
2	15.467	46.485	46.485	1.856	15.467	46.485	2.464	20.533	46.485
3	8.134	54.620	54.620						
4	7.431	62.050	62.050						
5	6.446	68.496	68.496						
6	5.927	74.423	74.423						
7	5.681	80.104	80.104						
8	5.300	85.403	85.403						

9	.531	4.422	89.825						
10	.466	3.884	93.709						
11	.416	3.469	97.179						
12	.339	2.821	100.000						

Rotated Component Matrix

Table No. 6

Self-Consciousness	.619	
Self-Consciousness	.569	
Self-Consciousness	.738	
Self-Consciousness	.627	
Self-Consciousness	.687	
Self-Consciousness	.718	
Self-Consciousness	.615	
Self Esteem 1		.740
Self Esteem 2		.823
Self Esteem 3		.687
Self Esteem 4		.637
Self Esteem 5		.489

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization. ^A

a. Rotation converged in 3 iterations.

Procedure:

Factor analysis is a method of data reduction. Factor analysis has been administered for the

Table No. 7

ANOVA

	Cluster		Error			
	Mean Square	df	Mean Square	df	F	Sig.

different dimensions of charisma and self-concept.

KMO Bartlett's test has been conducted to test the significance of the values and the variables. The elements for charisma have been derived from the at least tested and validated.

KMO test measures the adequacy of the sample which determines if the responses given with the sample are adequate or not which should be close to 0.5 for a good satisfactory factor analysis value between 0.7 and 0.9 are acceptable. In this study KMO measure is 0.825 is highly acceptable.

Bartlett's test is an indicator of the strength of the relationship of variables. This tests the null hypotheses. In identity matrix the diagonal elements and its off-diagonal elements are close to zero. Hence, we reject the null hypotheses from our analysis Bartlett's test of sphericity is significant (0.00).

The total variance is explained with the eigen values which reflects the number of extracted factors.

The eigen values comprises initial eigen values extracted from the sum of squared loadings and rotation of sums of squared loadings. For analysis, we consider the extracted sum of squared loadings. In our analysis the foremost factor accounts for 17.03%. the second adds up to 27.39 % followed by other sixth factor other are non-significant. The idea of rotation is to reduce the total of factors and to have high loadings. Rotation helps in the interpretation of variables more convenient.

Cluster analysis:

Environmental sensitivity	50.192	2	.464	595	108.198	.000
Unconventional Behaviour	111.812	2	.422	595	264.988	.000
Sensitivity to members needs	25.833	2	.423	595	61.046	.000
Does not maintain status quo	77.721	2	.479	595	162.410	.000
Vision and articulation	39.195	2	.473	595	82.914	.000
Personal wish	64.975	2	.386	595	168.429	.000

Number of Cases in each Cluster.

Table No. 8

Cluster	1	191.000
	2	122.000
	3	285.000
Valid		598.000
Missing		.000

Cluster: Self Concept

Initial Cluster Centres

Table No. 9

	1	2	3
self-consciousness	5.00	3.71	1.57
Self Esteem	5.00	2.60	5.00

ANOVA

Table No. 10

	Cluster		Error		F	Sig.
	Mean Square	df	Mean Square	df		
self-consciousness	85.979	2	.140	595	615.203	.000
Self Esteem	44.499	2	.148	595	300.308	.000

Number of Cases in each Cluster.

Table No. 11

Cluster	1	220.000
	2	240.000
	3	138.000
Valid		598.000
Missing		.000

Cluster Analysis: Cluster analysis has been conducted on Self Concept and classified into three clusters of high self-concept, moderate self-concept, and low self-concept.

Further correspondence analysis helped to ascertain the closeness of the relationship based on the various dimensions under study.

The correspondence chart shows that followers with low self-concept are closely associated with high charismatic leaders and conversely followers with high self-concept do not call or accept their leaders to be charismatic, the followers with moderate self-concept and moderate charismatic leader fall between the two.

Correspondence Table:

Table No. 12

charisma clusters	Self-Concept			Active Margin
	moderate self-concept	high self-concept	low self-concept	
low charisma	31	109	51	191
moderate charisma	77	30	15	122
highly charismatic	112	101	72	285
Active Margin	220	240	138	598

Dimension	Singular Value	Inertia	Chi Square	Sig.	Proportion of Inertia	
					Accounted for	Cumulative
1	.349	.121			.958	.958
2	.073	.005			.042	1.000
Total		.127	75.794	.000 ^a	1.000	1.000

Correspondence Table

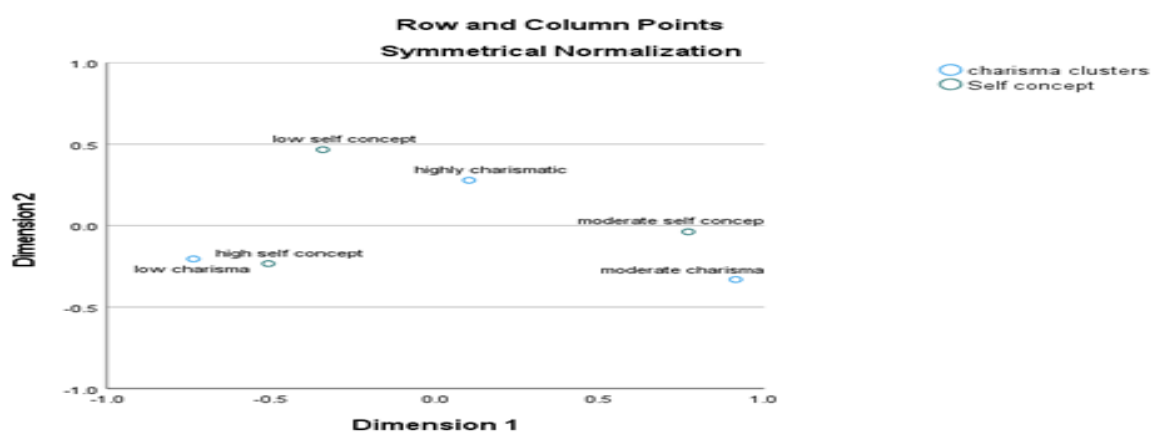


Fig. No.1

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Discussion: This study identified the follower of self-concept impacts the charisma of leaders. The findings indicate the two components of self-concept namely the self-consciousness and self-esteem have a strong direct relationship with charismatic leader.

An important finding of the study was the followers of charismatic leader appear to be based most strongly upon their perceptions of the leader's sensitivity to the environment, secondarily the leaders' abilities at formulating and articulating an inspiring vision and their sensitivity. Presumably followers see their leader's environmental sensitivity and visioning abilities are extraordinary which is deserving admiration.

Many leaders are attuned to be highly sensitive to the larger environment. Whereas the leader's sensitivity to members reflects a concern and respect which most likely demands reciprocal respect from the followers. This supports the assertion by Weber (1968) one of the foundations of charismatic leadership is the exemplary character of the person shaped by follower perceptions and competencies.

Leader's charisma determined by the follower is usually an unexplored research literature deserving future attention. A comprehensive construct is developed around this concept. Our measure of self-concept was built with two items of self-consciousness and self-esteem.

A surprising finding is that it is not always the charisma that influences the followers, but significantly it is only the followers who do not possess, self-esteem and self-consciousness are those who perceive that their leader is a charismatic leader. Followers who possess self-esteem and self-consciousness do not perceive their leader to be charismatic leader.

In this study we speculate that the perception of follower about their leader to be charismatic are powerfully shaped by a cognitive and affective state felt by their followers in other relations with the charismatic leader.

The major contributions of the Conger-Kanungo model is the positioning of the followers' self-concept on the perception of the leader. The focal aspect is directly tested in the study, our results regarding the affiliation of the self-esteem of a follower are closely akin to the charisma of the leader. However, investigation

will need to include explicit measurement of follower attributes about leadership and test the important dimension of the model.

This research article had three objectives, first we sought to develop measures of charismatic leadership that are relevant to high organisational echelons. Secondly, we identified the factors consisting of the self-concept of an individual especially the followers. The objective was the impact of self-esteem of a follower and his perception of charismatic leadership.

The findings in this research largely support the modern organisational view of characteristic leadership (House, 1999). The Conger and Kanungo Beyer (1999) suggests that theory and research tamed the concept of charisma, making it more casual and less extraordinary than it was originally espoused by Weber (1947) and highly emphasizing on psychological phenomenon. Beyer (1999) agreed to leaders and their psychological phenomenon the follower's self-esteem are worthy of research study (Bass, 1999; House 1999; Shamir, 1999).

This study points towards very interesting possibilities. The key variables of charisma of a leader are not determined by the characteristics of the leader alone unless the follower accepts him to be a leader. Therefore, when will the follower, preserve, and accept the leader to be a charismatic leader only when he lacks self-esteem of himself.

It is noticeable that the findings regarding self-concept of the followers in relation to the outcomes are larger in magnitude. In this case the charismatic outcomes of the leader are the self-esteem outcomes of the subordinates. The adopted methodology enabled to avoid common source of bias problem attempting to link self-esteem and self-consciousness of the follower with the charisma of the leader.

Our findings largely diversified into different sectors in relation to the charismatic leadership. Charismatic leadership may not necessarily produce the same outcomes when a particular sector is focussed. Some studies that have been based only on private sector (Howell & Avolio, 1993) revealed different model in political or bureaucratic organisation (Conger, 1999; Pawar & Eastman, 1997). Waldman et al, 2001

moderated the relationship between charisma and the performance in a private sector.

Implications:

The findings of the study can be applied not only between charismatic leadership and followers but in organization and societies. This paved way for the increased productivity of organization and efficiency of teams to reach objectives, mission, and vision of organization.

The theory brings out the power of the followers- their initiatives, responses to transform the leaders and keep him focused on promoting egalitarian societies.

It offers innumerable suggestions to the senior managers in organizations to prevent forming personalized relationships. For, formation of personalized relationship would lead to disruption of workflow giving rise to eruption of power centers.

This study offers help to keep tab on the leader's tendency to abuse powers due to his ability to command unbridled loyalty and inspire others. Hence enough opportunities must be given to give feedback and mechanisms must be in place to report unethical behavior of the leaders.

Further it offers help strategies for increasing social identification of the organization and reduce personal identification. For example, evolving and reinventing the organizational vision, mission and ideologies and policy frameworks and displaying it prominently may paved way for everyone to become aware of policies and process. And more efforts must be put through training and devolvement so that everyone internalizes a culture of trust, transparency, integrity, and respect for expertise.

This is vital and necessity in Indian context, where red-tapism, unethical practices such as crafting and nepotism obscure transparency and blocks ease of doing business.

The paper offers alternative to bust the myth of hyper bites of invincibility of certain business organizations or political leaders. The strategy is to improve the self-confidence and self-esteem followers, who will form only collective identify with goals and missions of organization not with the leaders. This is an important

contribution in Indian political contest where the invincibility of one political leader is deified and lack of alternative to his charismatic leadership is purposely high-pitched.

Further the insights of the article can be extended and applied to different set of followers in any business organization and societies. For example, certain organization view labor unions as threats, obstacles to productivity and fear the collective bargaining power of union leaders. And some organization view them a way to solve labor issues at difficult times. In certain tough the insights of this article -two types of charismatic relationships – personalized and socialized - could be used to solve bottlenecks and to curb the powers of union leaders.

The authors feel this study can be extended with the inclusion of more variables on self-concept and the sources of followers' acute distress such as physical, emotional, economic distress. One must consider the disturbances caused by natural calamities such as floods, drought, climate change, and havocs like COVID 19.

The future studies could incorporate the moral development and values of follower's and their susceptibility to leader's influence.

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