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CHARISMATIC LEADERSHIP BEHAVIOR AND LEADERSHIP EFFECTIVENESS: THE MODERATING ROLE OF SUBORDINATES' EMOTIONAL INTELLIGENCE AND THE MEDIATING ROLE OF PSYCHOLOGICAL EMPOWERMENT

Zaoli YANG, Jida ZHU

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Charismatic Leadership Behavior and Leadership Effectiveness: The Moderating Role of Subordinates' Emotional Intelligence and the Mediating Role of Psychological Empowerment

Zaoli YANG¹, Jida ZHU²

Abstract

Theoretical research and practical cases have found that companies tend to use business leaders' charismatic leadership behavior to promote business change and innovation. However, enterprise operating results indicate that there are great differences in the improvement effect of charismatic leadership behavior on leadership effectiveness among different enterprises. From the view of the internal psychological factors of employees, we designed a hypothesis model of the influence of charismatic leadership behavior on leadership effectiveness, by introducing the concepts of psychological empowerment and emotional intelligence of employees, to deeply explore the influence mechanism of charismatic leadership behavior on leadership effectiveness using the survey data of 207 private enterprises in China gathered from October 2015 to March 2016. Results show that the more prominent the charismatic leadership behavior, the higher the enhancement of leadership effectiveness. While the enhancement of leadership effectiveness relies on the promotion of organizational cohesion and leading character perception of employees as well as other psychological empowerment factors. Additionally, subordinates with high emotional intelligence and subordinates with low emotional intelligence are both able to significantly affect the relationship between charismatic leadership behavior and leadership effectiveness, but subordinates with high emotional intelligence are more easily able to promote job performance and job satisfaction through charismatic leadership behavior. Subordinates with low emotional intelligence, on the other hand, are more conducive to the enhancement of organizational citizenship behavior through charismatic leadership behavior. Business leaders can choose subordinates with

¹ College of Economics and Management, Beijing University of Technology, Beijing, CHINA.
Email: standyzl@163.com

² School of Management, Ocean University of China, Qingdao, CHINA. Email: zjida@126.com
(Corresponding Author)

different emotional intelligence levels based on the actual task needs. The conclusions have accordingly a great practical significance for further developing more effectively behavioral intervention strategies and improving the quality of enterprise decision-making.

Keywords: charismatic leadership behavior, leadership effectiveness, subordinates' emotional intelligence, psychological empowerment.

Introduction

In recent years, the pace of global economic recovery has continued to slow down. Induced by the increasing uncertainty of economic growth, market risk factors continue to gather, and enterprises are facing an increasingly complex internal and external development environment. In this context, many companies are trying to change the fate of their business by hiring leaders with charismatic leadership behavior like self-confidence, vision, sensitivity, and risk-taking - such as Mark Zuckerberg, Steve Jobs, Booker, and Ma Yun. Through their charismatic leadership, these leaders have created one commercial legend after another. These leaders' confidence and vision helps attract the best employees in the world; they also provide subordinates with freedom to use their space, and cohere and mobilize employees to promote the sustainable development of business (Zhang, Liu & Liao, 2011). People have become intuitively aware that charismatic leadership behavior is one of the key elements of the promotion of leadership effectiveness and enterprise success. However, the influence and effectiveness of charismatic leadership behavior are controversial in some cases. For example, Carly S. Fiorina, former CEO of Hewlett-Packard Co. (HP), was quick to motivate the passion of employees and managers in the short term to create a new prospect for the company, so that the enterprise could gradually get rid of the rigid culture. But due to her goal-orientation, sensitivity, assertion to employees, "egotism" and other unconventional behavior - often ignoring employees' independent choices and novel ideas, abandoning the inception of "employees are the most important assets of the company" founded at the beginning of HP - although Carly S. Fiorina succeeded in acquiring Compaq in 2001, she was forced to resign because of her rigid relationship with subordinates and the difficulty of further mobilizing subordinates, resulting in HP's ups and downs (Zhang, Liu & Liao, 2011). This leads us to wonder, in the process of enterprise growth, how can charismatic leadership behavior effectively stimulate leadership effectiveness and boost business growth?

In view of the above problems, scholars have carried out a lot of research on the relationship between charismatic leadership behavior and leadership effectiveness. It has been suggested that the charismatic leadership behavior of business

leaders can enhance employees' job satisfaction (Catana & Catana, 2009), business performance (Celeste, Peter & Uco, 2012; Wang, Chou & Jiang, 2005), and employee creativity (Srisai, Somprach & Sombatteera, 2014), thereby enhancing business leaders' leadership effectiveness. And this influence path is shaped by many other factors, such as social factors (corporate external factors, corporate environment factors) (Celeste *et al.*, 2012) and enterprise factors (material benefits, corporate culture, etc.) (Wang *et al.*, 2005). However some studies indicate that charismatic leadership behavior may also have a negative side; if leaders overemphasize their individual need above all else, requiring subordinates' absolute obedience, or misleading or manipulating lower subordinates using their superior persuasive ability, they may produce undesirable results (Yukl, 1999). Studies have even found that charismatic leadership behavior has no direct impact on aspects of leadership effectiveness such as organizational citizenship behavior or organizational commitment, though it has a significant impact on employees' perception of job security (Wang, Zhou & Wen, 2014). Some studies have found that it is difficult for charismatic leadership behavior to produce a direct impact on leadership effectiveness; this is mainly influenced by employees' job motivation (Shin & Zhou, 2003), job security (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002), and other factors. However, related research conclusions have not been supported by empirical tests.

Given the incoherence of the existing research findings, it cannot simply be deduced that charismatic leadership behavior improves leadership effectiveness. Although some studies have attempted to reveal the internal mechanism of the relationship through internal and external factors of the enterprise and subordinates, the existing research has neglected subordinates' intrinsic emotional and psychological "obstacle" factors. Compared with other factors, the internal factors of subordinates should receive more attention from business managers. The internal factors of employees are mainly manifested in their emotional intelligence and perception of psychological empowerment (Harry, Lisa & Barton, 2011), and the subordinates' emotional intelligence (Ioan, 2014) and psychological empowerment (Harry *et al.*, 2011) have significant impact on the improvement of an enterprise's leadership effectiveness (Ioan, 2014). Therefore, in order to solve these problems, it is necessary to analyze the internal factors of subordinates that directly relate to the leader.

To sum up, this study investigates two research questions: (1) Does charismatic leadership behavior influence leadership effectiveness positively or negatively? (2) How do subordinates' emotional intelligence and psychological empowerment influence the relationship between charismatic leadership behavior and leadership effectiveness? To solve the above two problems, we validate the constructed model by the structural equation model and regression model, and analyze the relationships between charismatic leadership behavior, subordinates' emotional intelligence, psychological empowerment and leadership effectiveness, we hope

the conclusions can contribute to an in-depth understanding of the role of charismatic leadership behavior in the enhancement of leadership effectiveness and organizational performance, and to provide a reference for how to improve leadership effectiveness and organizational performance through subordinates' psychological empowerment and emotional intelligence.

Literature Review and Research Hypothesis

Charismatic leadership behavior and leadership effectiveness

Charismatic leadership behavior refers to the behavioral characteristics of leaders who are recognized by their followers and have strong influence on their emotions, values, beliefs, and behaviors. The constituent elements of charismatic leadership behavior include strategic vision and clarity, sensitivity to employees' needs, unconventional behavior, environmental sensitivity, and personal risk (Susan & Ellen, 2008). Leadership effectiveness can be divided into attitudinal variables and behavioral variables, attitude variables include job satisfaction and organizational commitment, behavior variables include job performance and organizational citizenship behavior (Wang, Sun & Zhao, 2012). Charismatic leadership behavior can effectively shape the organizational citizenship behavior of subordinates. The willingness degree of organizational citizenship behavior is positively related to the significance degree of charismatic leadership behavior; in other words, more prominent charismatic leadership behavior can better activate the citizenship behavior of employees in the organization (Lee, Chiang, Chen & Chen, 2010). Further, through an empirical study, Annebel, De, Deanne, Den, & Paul (2005) found that charismatic leadership behavior has a positive role in promoting subordinates' positive working attitude, the enthusiasm of subordinates for their work can be driven by the leader's charismatic leadership behavior; namely, charismatic leadership behavior has a centripetal force on the cohesion of subordinates, and can more easily make employees closer, achieving efficient and rapid completion of tasks.

It is evident that charismatic leadership behavior has a positive effect on certain aspects of leadership effectiveness. In general, charismatic leadership behavior inspires additional effort by presenting visual attraction and expressing confidence in subordinates to motivate them, as well as promoting self-awareness and autonomy, improving initiatives through organizational empowerment, and improving external orientation, interdepartmental cooperation, and human resource positioning, thus enhancing the overall performance of the organization (Celeste et al., 2012). In the process of enterprise resource planning (ERP) implementation, charismatic leadership behavior exerts a positive influence by enhancing the cohesion of the team, strengthening the cooperation of different departments and

different employees within the organization, strengthening “cross-border” communication within the organization, and triggering new ideas and new thinking, thereby improving organizational performance (Wang et al., 2005).

Based on the above analysis, although the existing literature does not reflect the direct positive impact of charismatic leadership on leadership effectiveness, we can speculate that charismatic leadership behavior has a positive effect on specific elements of leadership effectiveness, such as employee behavior and organizational performance; that is, the more prominent the charismatic leadership behavior, the higher the organizational citizenship behavior, job performance, organizational commitment, and job satisfaction, which reflect leadership effectiveness. Accordingly, the following hypotheses are put forward:

Hypothesis 1: Charismatic leadership behavior has a positive impact on leadership effectiveness.

Hypothesis 1.1: Charismatic leadership behavior has a positive impact on the job performance dimension of leadership effectiveness.

Hypothesis 1.2: Charismatic leadership behavior has a positive impact on the organizational commitment dimension of leadership effectiveness.

Hypothesis 1.3: Charismatic leadership behavior has a positive impact on the job satisfaction dimension of leadership effectiveness.

Hypothesis 1.4: Charismatic leadership behavior has a positive impact on the organizational citizenship behavior dimension of leadership effectiveness.

Psychological empowerment and leadership effectiveness

Psychological empowerment is the synthesis of the psychological state or cognition of the individual, a psychological device which includes work and individual values as well as the necessary knowledge and skill of the individual to accomplish meaningful work in the organization (Saligman & Csikszentmihalyi, 2000). Motivation theory divides psychological empowerment into four dimensions: meaning of work, independent choice, self-efficacy, and influence of work (Spreitzer, 1995). Meaning of work is the experience of feeling the value of the job aims, which occurs when the requirements of the work role match the personal values, creeds, and behavior of the staff, and improves organizational commitment, improving job performance, and job satisfaction (Koberg, Wayne & Goodman, 1999). In the general organizational structure, meaning of work is often the starting point of organization employees for work and self-realization, each employee considers the meaning of the work tasks prior to joining the organization, when determining meaning of work, employees make independent choices under the constraint of the overall principles and objectives of the organization. Independent choices can promote the staff’s initiative, management, and organization, once the staff have the sense of independent choices, they have a greater

degree of autonomy, encouraging them to actively find ways to solve problems and promoting enterprise leadership effectiveness (Hardy & Leiba, 1998). Once employees define the meaning of their work, the pattern of independent choices, and complete the duties assigned by the organization, it can attain employees' self-efficacy, which increases their perception of their work autonomy and gives them confidence, thereby enhancing their creativity at work. The stronger the employee's self-efficacy, the higher their confidence in their successful completion of the work, and the higher their levels of performance and resultant job impact. The impact of the work motivates the individual to perceive the importance of working in the organization. When employees perceive the importance of the job, they improve the sense of mission and responsibility in the organization, and can then influence the organization's strategy, management, operation results, or environment, employees can thereby create a sense of belonging at work and promote the improvement of corporate leadership effectiveness (Spreitzer, 1995; Koberg *et al.*, 1999).

Based on the above analysis, we can infer that employees' perceived meaning of work, degree of work-related independent choice, self-efficacy, and perceived influence of work tasks have significant influence on leadership effectiveness. The greater the work meaning, the greater the degree of independent choice, the stronger the self-efficacy, and the higher the influence of the work. It is evident that psychological empowerment can have a positive effect on leadership effectiveness. In this regard, we propose the following hypotheses:

Hypothesis 2: Psychological empowerment can have a positive impact on leadership effectiveness.

Hypothesis 2.1: The meaning of work dimension of psychological empowerment has a positive impact on leadership effectiveness.

Hypothesis 2.2: The independent choice dimension of psychological empowerment has a positive impact on leadership effectiveness.

Hypothesis 2.3: The self-efficacy dimension of psychological empowerment has a positive impact on leadership effectiveness.

Hypothesis 2.4: The influence of work dimension of psychological empowerment has a positive impact on leadership effectiveness.

Charismatic leadership behavior, psychological empowerment, and leadership effectiveness

Leaders with charismatic leadership behavior are able to communicate a sense of shared purpose to their employees, portray a future vision for their business, express high performance expectations to subordinates, and demonstrate their determination and drive in the achievement of organizational goals (Liu & Chen, 2009). Such leaders are also able to evaluate, express, and adjust their own and

employees' emotions, help control the staff's emotional tendencies, and guide the staff's thinking and action based on their personal beliefs and mental state (Wu, Liu & Huang, 2008). When the staff's emotional tendencies, thoughts, and actions change toward the direction expected by the organization, the staff's internal emotional perception converges with the organization's overall emotion and ideology, resulting in rapid response and a unified understanding of the work tasks and spirit issued by the organization as well as the leaders' work requirements. Thus, the more intense the employee's inner sense of belonging to the organization, the greater their psychological empowerment employees, which encourages employees to provide high quality of customer service (Danby, 2007). Of course, the perception degree of psychological empowerment depends on how each organization member interprets work tasks and perceives objective facts (Thomas & Velthouse, 1990). In today's highly competitive market environment, employee empowerment that supports leadership plays a critical role in achieving competitive advantage and employee diversity (Danby, 2007). The more strongly employees perceive meaning in their work, and freer and more competent they are in determining their work, the higher the organizational commitment they develop, and the more psychological empowerment they have. Employees with no empowerment feel meaningless at work, in particular, employees with different value orientations may adopt different styles and tendencies in the task elaboration process (Thomas & Velthouse, 1990). As a management tool that can control a series of management processes, the psychological empowerment mechanism can help employees develop the psychological features required by the competitive work environment, the quality of service and customer satisfaction can be improved by perceiving and judging customer needs and solving problems, which leads to the improvement of the output of organizational citizenship behavior and of organizational leadership effectiveness (Safari, Rastegar & Ghorban, 2010). Although there is currently no literature that directly examines the relationships among charismatic leadership behavior, psychological empowerment, and leadership effectiveness, based on the above analysis, we can speculate that charismatic leadership behavior can affect psychological empowerment, and employees' perceptions of psychological empowerment can affect leadership effectiveness. Specifically, we speculate that charismatic leadership behavior indirectly influences leadership effectiveness through a mediating effect on psychological empowerment. Accordingly, we put forward the following hypotheses:

Hypothesis 3: Psychological empowerment plays a mediating role in the relationship between charismatic leadership behavior and leadership effectiveness.

Hypothesis 3.1: Psychological empowerment plays a mediating role in the relationship between charismatic leadership behavior and the job performance dimension of leadership effectiveness.

Hypothesis 3.2: Psychological empowerment plays a mediating role in the relationship between charismatic leadership behavior and the organizational commitment dimension of leadership effectiveness.

Hypothesis 3.3: Psychological empowerment plays a mediating role in the relationship between charismatic leadership behavior and the job satisfaction dimension of leadership effectiveness.

Hypothesis 3.4: Psychological empowerment plays a mediating role in the relationship between charismatic leadership behavior and the organizational citizenship behavior dimension of leadership effectiveness.

Subordinates' emotional intelligence, charismatic leadership behavior, and leadership effectiveness

Emotional intelligence is a subset of social intelligence that encompasses the ability to monitor one's own and others' emotions and feelings, and to use them to direct people's thoughts and actions (Salovey & Mayer, 1990). Subordinates' emotional intelligence scores greatly impact their understanding and implementation of the policies and work tasks set forth by the leaders or organization; therefore, the leadership behavior of leaders can have different effects on an organization, and thus different levels of leadership effectiveness, depending on subordinates' emotional intelligence filtering. Under normalized conditions, the leader's leadership behavior gives employees some emotional hints. Charismatic leadership behavior conveys positive emotions to subordinates, subordinates then receive the positive emotions, and the positive emotions lead to more effort and work initiative on the part of subordinates, thereby enhancing job performance (Erez & Isen, 2002). Additionally, subordinates with high emotional intelligence find it easy to identify and control emotions, and the perception and emotional understanding of the factors that lead to a particular emotional state can induce employees with high emotional intelligence to take appropriate actions to improve their job satisfaction, while subordinates with low emotional intelligence cannot quickly perceive and identify the causes of stress in the sense of pressure, and thus cannot find appropriate ways to deal with their emotional reactions to stress factors, causing such subordinates to exhibit negative emotions and a negative working attitude, and reducing the job satisfaction of organization employees (Brotheridge & Grandey, 2002). Charismatic leadership behavior not only has a significant promoting effect on the job performance and job satisfaction of subordinates with high emotional intelligence, but also enhances subordinates' utilitarian and affective commitments, by contrast, the effect on subordinates' affective commitment is especially stronger. The influence level of the interaction between charismatic leadership behavior and subordinates' high emotional intelligence on utilitarian commitment is consistent with that between charismatic leadership behavior and subordinates' low emotional intelligence; namely, subordinates' emotional intelligence is insensitive to the relation between charismatic leadership behavior and organizational commitment (Wu *et al.*, 2008). In contrast, the influence of the interaction between charismatic leadership behavior and subordinates' high emotional intelligence on organizational citizenship behavior is not

significant, while the positive influence of the interaction between subordinates' low emotional intelligence on organizational citizenship behavior is significant. Therefore, we can speculate that subordinates' emotional intelligence has differential moderating effects on the relationships between the four dimensions of charismatic leadership behavior and leadership effectiveness. Subordinates' emotional intelligence has a positive moderating effect on the relationship between the job performance and job satisfaction dimensions of charismatic leadership behavior and leadership effectiveness, but has a negative moderating effect on the relationship between charismatic leadership behavior and organizational citizenship behavior dimension relation, and a non-significant moderating effect on the relationship between charismatic leadership behavior and employees' organizational commitment. The following hypotheses are proposed:

Hypothesis 4: Subordinates' emotional intelligence positively moderates the impact of charismatic leadership behavior on job performance. When subordinates' emotional intelligence is low, charismatic leadership behavior has a negative impact on job performance; when subordinates' emotional intelligence is high, charismatic leadership behavior has a positive impact on job performance.

Hypothesis 5: Subordinates' emotional intelligence does not significantly moderate the effects of charismatic leadership behavior on the organizational commitment of employees.

Hypothesis 6: Subordinates' emotional intelligence positively moderates the impact of charismatic leadership behavior on job satisfaction. When subordinates' emotional intelligence is low, charismatic leadership behavior has a negative impact on employees' job satisfaction; when subordinates' emotional intelligence is high, charismatic leadership behavior has a positive impact on employees' job satisfaction.

Hypothesis 7: Subordinates' emotional intelligence negatively moderates the impact of charismatic leadership behavior on organizational citizenship behavior. When subordinates' emotional intelligence is high, the positive impact of charismatic leadership behavior on organizational citizenship behavior is insignificant; when subordinates' emotional intelligence is low, the positive impact of charismatic leadership behavior on organizational citizenship behavior is significant.

The conceptual model of charismatic leadership behavior, psychological empowerment, subordinates' emotional intelligence, and leadership effectiveness is constructed according to the above theories and literatures, as shown in *Figures 1* and *2*.

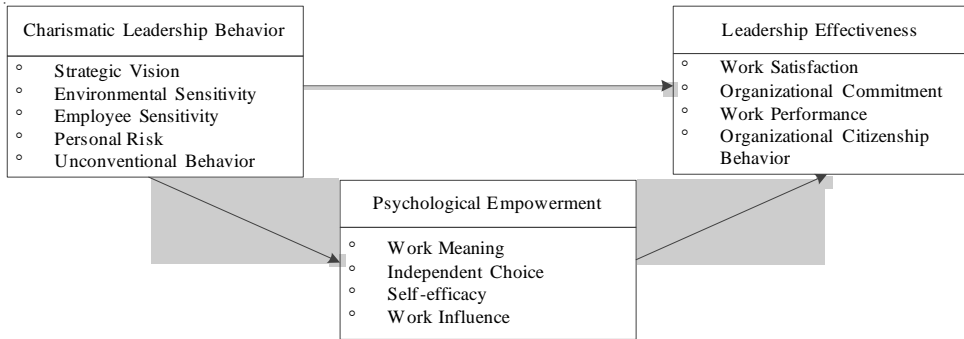


Figure 1. Mechanism theoretical framework including mediator variables

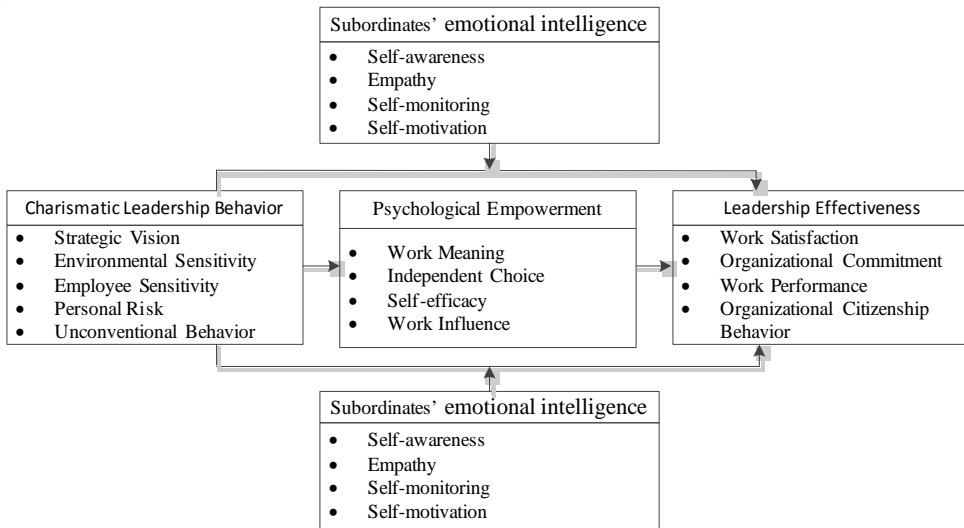


Figure 2. Mechanism theoretical framework including mediator variables and moderator variables

Data, Variables, and Methods

Source of Data

A questionnaire survey was conducted from October 2015 to March 2016 to collect data from 207 private enterprises in Beijing, Tianjin, and Shandong. We first conducted a telephone interview with the top leaders of the enterprises and the main departmental leaders. Upon their agreement to participate in the study, questionnaires were sent to their homes. For business leaders who were not

available to travel to the study location, we conducted the survey by mailing the questionnaire together with an envelope of receipts and return postage, highlighting the anonymity and importance of the survey. In order to avoid common method bias, this study used the paired samples method of data collection (Podsakoff, Mackenzie, Lee & Podsakoff, 2003). Therefore, we had a staff version and a leadership version of the questionnaire, carrying out separate surveys. The staff version evaluated the leader's charismatic leadership behavior and leadership effectiveness, while the leadership version evaluated the subordinates' emotional intelligence and psychological empowerment. In the two surveys, we identified the upper and lower pairing relationships in the form of a unified code.

A total of 800 questionnaires were sent out, 568 questionnaires were collected, and 78 invalid questionnaires were deleted, leaving 490 valid questionnaires (86.3%). Males accounted for 55.4% of respondents, females 44.6%. 45.2% of respondents were between 31–40 years of age, 38.8% were over 40 years of age, and 16.1% were under 30 years of age. 6.4% had a graduate degree, 57.6% had an undergraduate degree, 24.6% had an associate degree, and 11.4% had a high school education or lower. 34.8% had 20 or more years of experience, 30% had 11–20 years of experience, 22.1% had 3–10 years of experience, and 13.2% had 3 or fewer years of experience.

Operationalizing Variables

Based on the research on representative academic achievements in the fields of charismatic leadership behavior, psychological empowerment, employee emotional intelligence, and leadership effectiveness, the items of the related scales were adjusted by taking this study as the starting point in order to make the items more consistent with the content of the study. The items on the scale were measured using the Likert 5-point scoring method, where 1 indicates strongly disagree and 5 indicates strongly agree.

Dependent variable

Since we were studying the effect of charismatic leadership behavior on leadership effectiveness, we took leadership effectiveness as the dependent variable. We referred to Wang Zhen et al. (2012) in the process of scale design, dividing leadership effectiveness into attitudinal and behavioral variables of subordinates, wherein the attitudinal variable included job satisfaction and organizational commitment, and the behavioral variable included work performance and organizational citizenship behavior, with a total of 20 questionnaire items measuring these traits.

Independent variables

A. Charismatic leadership behavior. To measure charismatic leadership behavior, we used the scale designed by Conger, Kanungo, Menon & Mathur (1997), dividing charismatic leadership behavior into five dimensions: strategic vision, environmental sensitivity, employee sensitivity, personal risk, and unconventional behavior. A total of 20 questionnaire items measured these traits.

B. Subordinates' emotional intelligence. To measure subordinates' emotional intelligence, we used the four-dimensional emotional intelligence scale developed by Wong & Kenneth (2002), dividing subordinates' emotional intelligence into four dimensions: self-awareness, empathy, self-monitoring, and self-motivation. A total of 16 questionnaire items measured these traits.

C. Psychological empowerment. To measure psychological empowerment, we referred to the scale designed by Thomas & Velthouse (1990); Sharon, Jae & Myeong (2014). A total of 12 questionnaire items measured these traits.

Control variables

We selected gender, age, culture, length of employment, and position as the control variables of this study. Male and female were denoted by 1 and 2, respectively. Age was divided into three categories: under 30, 31–40, and over 40 years. Education level was divided into four categories: high school or below, some college, undergraduate degree, and graduate degree. Length of employment was divided into four categories: 5 years, 6–10 years, 11–20 years, and 20 years. Position was divided into six categories: management, technology, service, marketing, production, and other.

Reliability and validity test

A reliability and validity analysis of the scale are prerequisites for the evaluation of the test model. The reliability and validity of the four variables of charismatic leadership behavior, leadership effectiveness, subordinates emotional intelligence, and psychological empowerment in 490 questionnaires were analyzed using SPSS 17.0 software. The Cronbach's α coefficients of the four variables were all over 0.8 as shown in *Table 2*, indicating that the questionnaire and its dimensions have high reliability.

Table 1. Reliability and validity test of the scale (N = 490)

Variable	Dimensions	Measuring item	Cronbach's α	KMO	Total variance ratio	Factor loading coefficient	AVE	CR
Leadership effectiveness	Work performance	V1-V5	0.916	0.863	75.065%	0.729-0.917	0.627	0.911
	Organizational Commitment	V6-V9	0.833	0.793	66.959%	0.648-0.822	0.544	0.825
	Job satisfaction	V10-V14	0.876	0.837	67.199%	0.559-0.856	0.563	0.864
	Organizational citizenship behavior	V15-V20	0.897	0.896	66.179%	0.621-0.869	0.597	0.898
Charismatic leadership behavior	Strategic vision	V21-V25	0.870	0.873	66.022%	0.712-0.788	0.576	0.872
	Environmental sensitivity	V26-V29	0.858	0.810	70.474%	0.704-0.880	0.592	0.852
	Employee sensitivity	V30-V34	0.895	0.878	70.481%	0.709-0.831	0.622	0.891
	Personal Risk	V35-V37	0.805	0.700	71.980%	0.712-0.852	0.585	0.808
	Unconventional behavior	V38-V40	0.836	0.716	75.356%	0.757-0.866	0.634	0.838
Subordinates' emotional intelligence	Self-awareness	V41-V44	0.872	0.822	72.429%	0.762-0.843	0.647	0.880
	Self-monitoring	V45-V48	0.884	0.836	74.272%	0.729-0.857	0.659	0.885
	Self-motivation	V49-V52	0.864	0.827	71.032%	0.747-0.814	0.615	0.864
	Empathy	V53-V56	0.887	0.838	74.674%	0.759-0.850	0.664	0.888
Psychological empowerment	Meaning of work	V57-V59	0.856	0.722	77.709%	0.747-0.880	0.669	0.858
	Independent choice	V60-V62	0.841	0.724	75.888%	0.772-0.846	0.64	0.842
	Self-efficacy	V63-V65	0.852	0.728	77.215%	0.770-0.854	0.66	0.853
	Influence of work	V66-V68	0.884	0.744	81.358%	0.822-0.879	0.721	0.888

Note: KMO, AVE, CR respectively denote Kaiser-Meyer-Olkin, Average Variance Extracted, Combined Reliability.

The scale validity analysis measured content validity, convergence validity, and construct validity. The scale used in this study was based on existing, accepted scales at home and abroad, therefore, it has high content validity. In terms of convergence validity, the exploratory factor analysis showed that the KMO values were all higher than 0.6, the cumulative interpretation of total variance was more than 60%, the load of each measurement item in the initial factor of each dimension was more than 0.6, and the average variance extraction (AVE) and combined reliability (CR) calculated from the factor loadings were greater than 0.5 and 0.6, respectively, which indicated that the questionnaire had good convergence validity. The construct validity of the four latent variables was tested by further investigating the fitting indices of four latent second-order factor models of charismatic leadership behavior, subordinates' emotional intelligence, psychological empowerment, and leadership effectiveness. The results are shown in Table 2, the four second-order confirmatory factor models fit the requirements with a high degree of fit, indicating that the variables had good construct validity.

Table 2. Confirmatory factor analysis of each variable

	χ^2/df	CFI	GFI	AGFI	RMR	RMSEA	NFI	IFI
Leadership effectiveness	1.694	0.989	0.963	0.931	0.055	0.038	0.975	0.989
Charismatic leadership behavior	1.976	0.979	0.948	0.923	0.047	0.044	0.958	0.979
Subordinates' emotional intelligence	1.920	0.985	0.960	0.938	0.037	0.043	0.969	0.985
Psychological empowerment	1.225	0.997	0.984	0.968	0.027	0.023	0.987	0.997

Note: CFI, GFI, AGFI represent Comparative Fit Index, Goodness-of-Fit Index, Adjusted Goodness-of-Fit Index, respectively; RMR, RMSEA stand for Root Mean-square Residual and Root Mean Square Error of Approximation, respectively; NFI, IFI denote Normed Fit Index and Incremental Fit Index, respectively.

Result Analysis

Descriptive statistics and correlation analysis of the variables were conducted first. The mean value, standard deviation, reliability coefficient, and correlation coefficient are shown in Table 3. We found that charismatic leadership behavior was positively correlated with leadership effectiveness ($r = 0.381, P < 0.01$), which preliminarily verified Hypothesis 1, and psychological empowerment was positively correlated with leadership effectiveness ($r = 0.462, P < 0.01$), which preliminarily verified Hypothesis 2.

Table 3. Descriptive statistics and correlation analysis of variables (N = 490)

Variable	MV	SD	1	2	3	4
Leadership effectiveness	4.94	1.315	1			
Charismatic leadership behavior	4.58	1.241	0.381**	1		
Subordinates' emotional intelligence	4.87	1.193	0.457**	0.488**	1	
Psychological empowerment	4.82	1.238	0.462**	0.462**	0.482**	1

Note: Note: * $P < 0.05$, ** $P < 0.01$, *** $P < 0.001$; MV represents Mean Value, SD denotes Standard Deviation.

Charismatic leadership behavior and leadership effectiveness

For the direct effect test of the latent variables, the latent variable path analysis in the structural equation model was used to validate the direct effect of charismatic leadership behavior on job performance, organizational commitment, job satisfaction, and organizational citizenship behavior. The fitting indices of the whole model were good ($\chi^2/df = 2.24$, RMSEA = 0.05, NFI = 0.902, IFI =

0.943). As shown in *Figure 3*, charismatic leadership behavior had a significantly positive impact on job performance ($\beta = 0.626, P < 0.001$), organizational commitment ($\beta = 0.803, P < 0.001$), job satisfaction ($\beta = 0.839, P < 0.001$), and organizational citizenship behavior ($\beta = 0.818, P < 0.001$). Hence, Hypothesis 1 and its sub-hypotheses were verified. The direct effects of meaning of work, independent choice, self-efficacy, and influence of work on leadership effectiveness are shown in *Figure 4*. The fitting indices of this whole model were also good. As seen in *Figure 4*, the dimension variables of psychological empowerment had significantly positive impacts on leadership effectiveness. The path coefficient values for meaning of work, independent choice, self-efficacy, and influence of work were 0.424^{***} , 0.175^* , 0.260^{***} , and 0.098^* , respectively. Hence, Hypothesis 2 and its sub-hypotheses were verified.

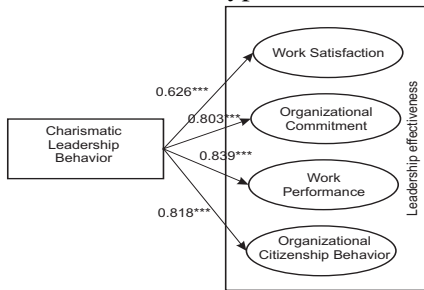


Figure 3. The direct effect of charismatic leadership behavior on dimension variables of leadership effectiveness

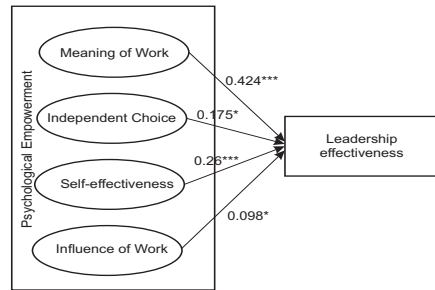


Figure 4. The direct effect of psychological empowerment dimension variables on leadership effectiveness

Mediating effect on psychological empowerment

For testing the mediating effect of psychological empowerment, we referred to the testing process of Baron & Kenny (1986). The three-stage measurement process of the mediating effect is shown in *Table 4*.

Table 4. Testing process of mediating effect

Stage model	Variable	Variable	Path	Conditions of establishment
Stage 1 model	Independent variable	Dependent variable	β_1	β_1 passed significance test
Stage 2 model	Independent variable	Mediator variable	β_2	β_2 passed significance test
Stage 3 model	Independent variable	Dependent variable	β_3	β_4 passed significance test passed $\beta_3 < \beta_1$
	Mediator variable	Dependent variable	β_4	If β_3 is significant, then part of the mediating effect is true; If β_3 is not significant, the full mediating effect holds.

Stage 1 tested the relationship between charismatic leadership behavior and leadership effectiveness, and the relationship path coefficient reached significance level. Stage 2 tested the relationship between charismatic leadership behavior and psychological empowerment, and the relationship path coefficient reached significance level. Stage 3 tested the overall model of the relationships between charismatic leadership behavior, psychological empowerment, and leadership effectiveness, in the overall model, the path coefficient between charismatic leadership behavior and leadership effectiveness was less than the relationship path coefficient in Stage 1, and passed the significance test. If reaches significance level, then the mediator variable psychological empowerment, has a partial mediating effect; if fails to reach significance level, then the mediator variable psychological empowerment has a full mediating effect. The results for the mediating effect of psychological empowerment are shown in *Table 5*.

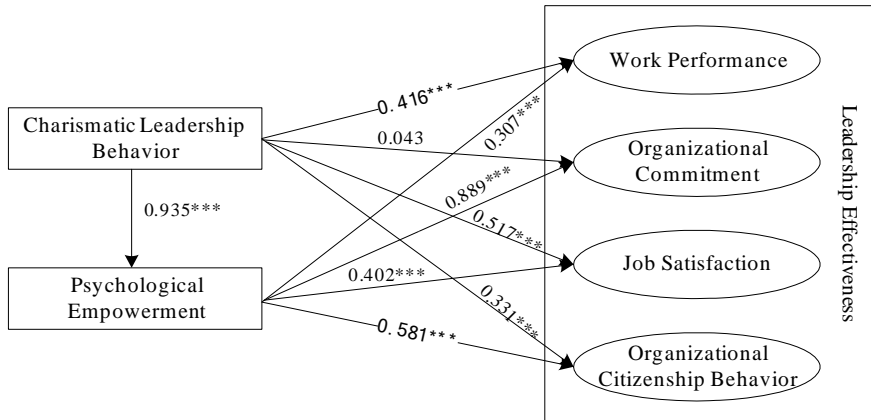
From the above test table, we can see that the path coefficients of the Stage 1 and Stage 2 structural equation models all reached significance level, and the fitting indices of the model all met the requirements. The four path coefficient values of the independent variable and dependent variable in the Stage 3 structural equation model were all less than the corresponding path coefficient values in Stage 1, and the path coefficients of the mediator variable and dependent variable all reached significance level, meeting the test conditions of a mediating effect. In the Stage 3 structural equation model, since the path coefficient of charismatic leadership behavior against employee organizational commitment failed to reach the significance level (path coefficient of 0.043, $P > 0.05$), psychological empowerment played a full mediating effect between charismatic leadership behavior and employee organizational commitment. The path coefficients of the direct effect of charismatic leadership behavior on job performance (-0.416, $P < 0.001$), job satisfaction 0.517 ($P < 0.01$), and organizational citizenship behavior 0.331 ($P < 0.01$) all reached the significance level. Meanwhile, charismatic leadership behavior had an indirect effect on job performance, job satisfaction, and organizational citizenship behavior through psychological empowerment, indicating that psychological empowerment plays a partial mediating effect between charismatic leadership behavior and job performance, job satisfaction, and organizational citizenship behavior. Hence, Hypothesis 3 and its sub-hypotheses have been verified. The paths of the mediating effect are shown in *Figure 5*.

Table 5. Test results of mediating effect on psychological empowerment

Stage model	Explanatory variable	Explained variables	Path	Path coefficient	Significant test results and their indicators
Stage 1	Independent variable	Dependent variable	β_1		The four path coefficients reached significant level
	Charismatic leadership behavior	Work performance	β_{11}	0.626**	$\chi^2/df = 2.24$, GFI = 0.86 AGFI = 0.832, CFI = 0.943 RMSEA = 0.05, NFI = 0.902
		Organizational commitment	β_{12}	0.803**	
		Job satisfaction	β_{13}	0.839**	
		Organizational citizenship behavior	β_{14}	0.818**	
Stage 2	Independent variable	Mediator variable	β_2		The β_{21} path coefficient reached significant level
	Charismatic leadership behavior	Psychological empowerment	β_{21}	0.909**	$\chi^2/df = 2.11$, GFI = 0.898 AGFI = 0.87, CFI = 0.943 RMSEA = 0.048, NFI = 0.925
Stage 3	Independent variable	Dependent variable	β_3		β_{32} is not significant, the full mediating effect holds; β_{31} , β_{33} and β_{34} are significant, part of the mediating effect is true; β_{41} , β_{42} , β_{43} and β_{44} are significant
	Charismatic leadership behavior	Work performance	β_{31}	0.416**	
		Organizational commitment	β_{32}	0.043	
		Job satisfaction	β_{33}	0.517**	
		Organizational citizenship behavior	β_{34}	0.331**	
	Mediator variable	Dependent variable	β_4		$\chi^2/df = 1.436$, GFI = 0.869 AGFI = 0.844, CFI = 0.746 RMSEA = 0.037, NFI = 0.821
	Psychological empowerment	Work performance	β_{41}	0.805**	
		Organizational commitment	β_{42}	0.889**	
Job satisfaction		β_{43}	0.402**		
Organizational citizenship behavior		β_{44}	0.581**		

Note: *P < 0.05, **P < 0.01, ***P < 0.001.

Figure 5. Path of the mediating effect of psychological empowerment



Moderating effect of subordinates' emotional intelligence

To verify the moderating effect of subordinates' emotional intelligence on the relationship between charismatic leadership behavior and leadership effectiveness, multi-level regression analysis was performed, followed by the control variable, predictive variable, moderator variable, and standardized product of the predictive variable and moderator variable (Wen, Hou & Chang, 2005). The theoretical framework for the complete mechanism of Figure 2 was tested via an empirical test (Tables 6 and 7). The results show that charismatic leadership behavior has significantly positive regression coefficients of job performance, organizational commitment, job satisfaction, and organizational citizenship behavior in the dimensions of leadership effectiveness. Hence, Hypothesis 1 and its sub-hypotheses have been further verified.

Table 6. Moderating effect 1 of subordinates' emotional intelligence on charismatic leadership behavior and leadership effectiveness (N = 490)

	Work performance				Organizational commitment			
	Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4
Control variable								
Gender	-0.118	-0.082	-0.044	-0.022	-0.122	-0.082	-0.059	-0.044
Age	-0.192	-0.143	-0.160	-0.158	-0.051	0.002	-0.008	-0.007
Culture	0.106	0.086	0.025	0.041	0.142*	0.120**	0.083	0.093*
Working years	0.193*	0.104	0.119	0.113	0.122	0.024	0.033	0.029
Job nature	-0.023	0.000	0.004	0.002	-0.019	0.006	0.009	0.007
Predictor variable								
Charismatic leadership behavior		0.744***	0.015	0.542**		0.822***	0.376***	0.728***
Moderator variable								
Subordinates' emotional intelligence			0.880***	0.281***			0.538***	0.805***
Moderating effect								
Interaction term				-0.101***				-0.067**
R ²	0.022	0.321	0.467	0.481	0.024	0.471	0.538	0.545
ΔR ²	0.022	0.299***	0.146***	0.013***	0.024*	0.447***	0.067***	0.007**
F	2.155	38.009***	60.373***	55.649***	2.391*	71.622***	80.12***	72.07***

Note: *P < 0.05, **P < 0.01, ***P < 0.001.

Table 7. Moderating effect 2 of subordinates’ emotional intelligence on charismatic leadership behavior and leadership effectiveness (N=490)

	Job satisfaction				Organizational citizenship behavior			
	Model 1	Model 2	Model 3	Model 4	Model 1	Model 2	Model 3	Model 4
Control variable								
Gender	-0.126	-0.082	-0.065	-0.058	-0.021	0.019	0.040	0.053
Age	0.088	0.147 [†]	0.140 [†]	0.140 [†]	-0.040	0.015	0.005	0.006
Culture	0.077	0.052	0.025	0.030	0.054	0.031	-0.003	0.006
Working years	0.039	-0.070	-0.064	-0.065	0.099	-0.001	0.007	0.004
Job nature	-0.003	0.025	0.027	0.026	-0.050	-0.025	-0.022	-0.023
Predictor variable								
Charismatic leadership behavior		0.914 ^{***}	0.591 ^{***}	0.755 ^{***}		0.842 ^{***}	0.430 ^{***}	0.724 ^{***}
Moderator variable								
Subordinates’ emotional intelligence			0.391 ^{***}	0.516 ^{***}			0.497 ^{***}	0.721 ^{***}
Moderating effect								
Interaction term				-0.031				-0.056 ^{**}
R ²	0.014	0.565	0.600	0.602	0.017	0.575	0.643	0.649
ΔR ²	0.014	0.551 ^{***}	0.035 ^{***}	0.002	0.017	0.558 ^{***}	0.068 ^{***}	0.006 ^{**}
F	1.386	104.49 ^{***}	103.3 ^{***}	90.81 ^{***}	1.624	108.74 ^{***}	123.93 ^{***}	111.16 ^{***}

Note: *P < 0.05, **P < 0.01, ***P < 0.001.

In order to reflect the moderating effect of subordinates’ emotional intelligence on the relationship between charismatic leadership behavior and leadership effectiveness, we used the approach of Aiken & West (1991) to capture the previous and next standard deviation of the mean values of charismatic leadership behavior and subordinates’ emotional intelligence, and drew a moderating effect diagram of subordinates’ emotional intelligence on leadership effectiveness with four data points (Figures 6a–6d). As can be seen in Figure 6a and 6c, in the low subordinate emotional intelligence context, with increasing charismatic leadership behavior, job performance and employee job satisfaction showed a decreasing trend; however, in the high subordinate emotional intelligence context, with increasing charismatic leadership behavior, job performance and employee job satisfaction show an increasing trend, indicating that subordinates’ emotional intelligence has significant positive effect on the relationships between charismatic leadership behavior and job performance and job satisfaction, which verifies Hypotheses 4 and 6. As we can see from Figure 6b, subordinates’ emotional intelligence rises with increasing charismatic leadership behavior and organizational commitment regardless of the score, and the slopes of the two are close to each other, indicating that subordinates’ emotional intelligence has no significant moderating effect on

the relationship between charismatic leadership behavior and organizational commitment, which verifies Hypothesis 5. Finally, as seen in Figure 6d, in the low subordinate emotional intelligence context, the positive effect of charismatic leadership behavior on organizational citizenship behavior is higher than that in the high subordinate emotional intelligence context, indicating that subordinates' emotional intelligence has a significant negative effect on charismatic leadership behavior and organizational citizenship behavior, which verifies Hypothesis 7.

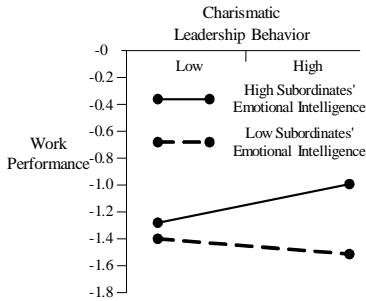


Figure 6a. Moderating effect of subordinates' emotional intelligence on the relationship between charismatic leadership behavior and work performance

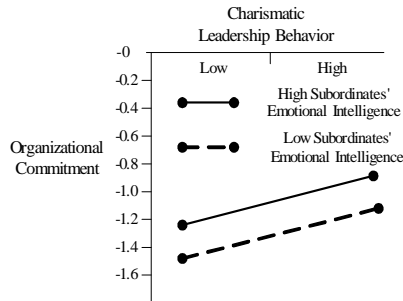


Figure 6b. Moderating effect of subordinates' emotional intelligence on the relationship between charismatic leadership behavior and organizational commitment

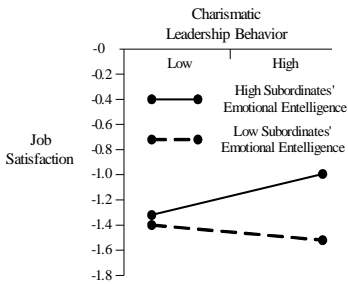


Figure 6c. Moderating effect of subordinates' emotional intelligence on the relationship between charismatic leadership behavior and job satisfaction

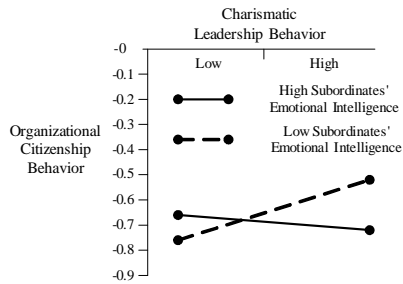


Figure 6d. Moderating effect of subordinates' emotional intelligence on the relationship between charismatic leadership behavior and organizational citizenship behavior

Discussion

All of the proposed research hypotheses were verified by empirical tests. Charismatic leadership behavior had a significant positive impact on leadership effectiveness, and the impact was mediated by employees' psychological empowerment. On the dimensions of leadership effectiveness, subordinates' emotional intelligence positively moderated the impact of charismatic leadership behavior on job performance, and had no moderating effect on the relationship between charismatic leadership behavior and employees' organizational commitment. In addition, subordinates' emotional intelligence positively moderated the impact of charismatic leadership behavior on job satisfaction, while it negatively moderated the impact of charismatic leadership behavior on organizational citizenship behavior.

(1) Charismatic leadership behavior can significantly promote the enhancement of leadership effectiveness. Charismatic leadership behavior can attract excellent staff, inspire the cohesion and unity of subordinates, help staff reach agreement on personal and organizational goals, and improve organizational performance. Hence, charismatic leadership behavior plays an important role in improving the effectiveness of a company's leadership and promoting the growth of the company. This study further validates the viewpoints of Lee et al. (2010); Celeste et al. (2012). It is evident that effective leadership requires not only professional skills and traditional management skills, but also strong charismatic leadership behavior. A leader's charismatic leadership behavior helps stimulate active leadership behavior, strengthen the interpersonal relationships and cohesion of employees, and promote the efficient operation of the enterprise. Therefore, companies need to focus on leadership behavior as much as possible in the selection of leaders in order to maximize leadership effectiveness.

(2) Charismatic leadership behavior promotes leadership effectiveness in part through the mediating role of emotional empowerment. Namely, charismatic leadership behavior indirectly stimulates the achievement of leadership effectiveness by influencing the staff's emotional empowerment and other perceptual behavior. This study expanded upon the findings of Lee et al. (2010); Annel et al. (2005), which demonstrated that charismatic leadership behavior had a direct effect on leadership effectiveness, but did not analyze the underlying mechanism. From the perspective of the mediating role of psychological empowerment, this study unveils the effect of charismatic leadership behavior on leadership effectiveness and enriches the theory of leadership behavior. The present study suggests that business leaders should pay attention to the internal psychological needs of employees, listen to the views of employees in decision-making, and encourage employees to boldly put forward their ideas in order to make employees feel their role in the organization, enhancing their psychological empowerment and thereby improving leadership effectiveness.

(3) Subordinates' emotional intelligence has different moderating effects on the relationships between the four dimensions of charismatic leadership behavior and leadership effectiveness. Subordinates' emotional intelligence has a positive moderating effect on the relationship between charismatic leadership behavior and job performance, a non-significant moderating effect on the relationship between charismatic leadership behavior and organizational commitment, a positive moderating effect on the relationship between charismatic leadership behavior and employees' job satisfaction, and a negative moderating effect on the relationship between charismatic leadership behavior and organizational citizenship behavior. In particular, the leader's implementation of charismatic leadership behavior has a stronger effect on improving job performance when employees have high emotional intelligence, while employees' emotional intelligence does not alter the effect of charismatic leadership behavior on organizational commitment. In addition, the higher the employees' emotional intelligence, the higher the employees' job satisfaction; on the other hand, the lower the employees' emotional intelligence, the stronger the organizational citizenship behavior. These findings complement the work of Salovey & Mayer (1990); Brotheridge & Grandey (2002), extending the exploration of the relationship between charismatic leadership behavior and leadership effectiveness and clarifying the boundary conditions of the relationship. Because the four dimensions of leadership effectiveness influenced by charismatic leadership behavior have different sensitivities to subordinates' emotional intelligence, business leaders should select employees with different levels of emotional intelligence according to different task needs. Business leaders should understand subordinates' character traits and select employees with corresponding personality characteristics to suit the nature of different work tasks. For tasks requiring higher organizational citizenship behavior, staff with low emotional intelligence should be chosen. For tasks requiring higher organizational performance and motivation, staff with high emotional intelligence should be chosen. We should try to improve the matching of work tasks and character traits, enable subordinates to understand and implement the decision-making tasks of leaders more fully, and improve the quality of business decision-making.

Conclusions and Future Research Directions

Many studies have shown that enterprises tend to manage performance with business leaders' charismatic leadership behavior and promote enterprise reform, development, and innovation. However, business operation shows that there is a "paradox" in the effect of charismatic leadership behavior on the enhancement of leadership effectiveness. Based on the survey data of 207 private enterprises in Beijing, Tianjin, and Shandong collected from October 2015 to March 2016, we

explored the microcosmic influence mechanism between charismatic leadership behavior and leadership effectiveness from the perspective of employees' psychological empowerment and emotional intelligence through empirical analysis. We investigated the micro-influence mechanism of charismatic leadership behavior on leadership effectiveness as well as the mediating role of employees' emotional empowerment on the relationship between the two factors and the moderating effect of subordinates' emotional intelligence. The following conclusions are drawn:

(1) Charismatic leadership behavior has significantly positive impacts on the four components of leadership effectiveness (i.e., job performance, organizational commitment, job satisfaction, and organizational citizenship behavior). The four dimensions of psychological empowerment—meaning of work, independent choice, self-efficacy, and influence of work—also have significant positive impacts on leadership effectiveness. The higher the charismatic leadership behavior or the greater the emotional empowerment perceived by employees, the higher the leadership effectiveness. Hence, it is important to maximize both charismatic leadership and employee empowerment in a company.

(2) Psychological empowerment has a mediating effect on the relationship between charismatic leadership behavior and each of the four dimensions of leadership effectiveness. Charismatic leadership behavior shape subordinates' emotions and promotes employees' motivation and initiative; leaders should therefore pay attention to the needs of employees, give full trust to subordinates in work tasks, and allow subordinates reasonable freedom, thereby enhancing their sense of psychological empowerment.

(3) Subordinates' emotional intelligence has differential effects on the relationships between charismatic leadership behavior and the four dimensions of leadership effectiveness. Subordinates' emotional intelligence positively moderates the effect of charismatic leadership behavior on job performance and job satisfaction; the higher the subordinates' emotional intelligence, the easier the promotion of job performance and job satisfaction through charismatic leadership behavior. On the other hand, subordinates' emotional intelligence negatively moderates the effect of charismatic leadership behavior on organizational citizenship behavior; the higher the subordinates' emotional intelligence, the more difficult it is to enhance organizational citizenship behavior through charismatic leadership behavior. Meanwhile, subordinates' emotional intelligence has no significant effect on the influence of charismatic leadership behavior on employee commitment. It is therefore wise to select employees with emotional intelligence levels suited to the specific needs of the company or department, and consider the above relationships when delegating tasks to employees.

The findings of this study help fill in gaps in the research on charismatic leadership behavior in the theory of leadership behavior, which also have important theoretical and practical value for enhancing the cohesion and efficacy of

employees and the leadership effectiveness. However, the present exploration has some limitations. For one thing, we only examined psychological empowerment as a mediating variable and subordinates' emotional intelligence as moderating variable, in reality, there are many factors influencing charismatic leadership behavior, including team cohesiveness and psychological contract, future studies can be extended to other variables to further explore the relationship between charismatic leadership behavior and leadership effectiveness. For another thing, due to objective factors, the sample involved data was mainly from local enterprises in more economically developed areas, future research should be extended to multi-region and multi-industry large-sample data, it would be worth conducting multi-regional, multi-behavioral, and multi-level comparative studies to explore the regional and industrial differences in the effect of charismatic leadership behavior on leadership effectiveness in order to expand upon the findings of this study.

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