

Charismatic Leadership Influence on Empowered and Less Empowered Followers' Voice: A Mediated Moderation Model

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This study examined how charismatic leader behaviors would interact with follower empowerment level in predicting followers' attributed leader charisma and subsequent follower voice. As expected, attributed leader charisma was found to mediate the effects of leader charismatic behaviors on follower voice and the effects of the charismatic behavior-follower empowerment interaction on follower voice, respectively.

INTRODUCTION

Organizations have made significant efforts for stimulating employees' open communication and information sharing in order to prevent negative events, such as safety-related accidents and poor product quality management, and to improve organizational performance. Especially in the current times of dynamic change, employee speak-up behaviors have been regarded to be essential for organizational innovation and development (Morrison & Milliken, 2000; Rank, Pace, & Frese, 2004). Acknowledging the importance of employee speak-up behaviors for organizational effectiveness, researchers have proposed them as a behavioral construct of *voice* (Van Dyne & LePine, 1998) and have actively researched how to encourage it.

Voice have been found to increase for various personal and organizational factors such as personalities, demographic characteristics, job attitudes, work group characteristics, and cost-benefit analysis (LePine & Van Dyne, 1998; Milliken, Morrison, & Hewlin, 2003; Nikolaou, Vadola, & Bourantas, 2007). Although these prior findings have enhanced our knowledge of how and why employees are engaged in voice, it is still not certain how specific leadership styles would influence followers' voice (Ashford, Sutcliffe, & Christianson, 2009) even though immediate leaders are presumed to significantly influence followers' work behaviors such as voice. As an exception, Detert and Burris (2007) recently found that a few selected change-oriented (i.e., transformational) leadership behaviors—coaching, mentoring, and considering follower needs first—positively affected followers' voice; they also found that the effects of those leader behaviors on follower voice varied contingent on the types of followers (e.g., high or poor performers). Given that the most important component of the change-oriented leadership has been argued to be *leader charisma* (Bass, 1985), this study, which intends to extend the above prior work (Detert & Burris, 2007), will investigate how charismatic leadership processes promote follower voice. In addition, following the contingency approach adopted in the past study (Detert & Burris, 2007), the present study will also examine followers' empowerment level as a work context which moderates the effects of charismatic leadership processes on follower voice.

LEADER CHARISMA MEDIATES BETWEEN CHARISMATIC LEADER BEHAVIORS AND VOICE

Voice is a challenging yet cooperative work behavior which employees perform for improving rather than only criticizing the status quo constructed in a workplace on behalf of others (Van Dyne & LePine, 1998). Reviewing the extra-role work behavior literature, Van Dyne and colleagues (1995), who developed a typology with the affiliative/challenging dimension and the promotive/prohibitive dimension, argued that voice falls in the promotive-challenging cell of the typology. Voice does not intend to preserve one's work relationships with others while challenging the current work circumstances (i.e., low affiliative yet high challenging), but it is still for being constructive and improving the workplace (i.e., high promotive yet low prohibitive). Importantly, researchers have recognized voice as a form of upward communication (LePine & Van Dyne, 2001), suggesting that it would be substantially influenced by immediate leaders who are the target of follower voice. In general, leaders are presumed to value follower voice given that they commonly referred to the "tendency to speak up" as a representative attribute of their best followers (Gilbert & Hyde, 1988). Then, how do leaders make followers motivated to be more engaged in this valuable discretionary work behavior in a workplace?

Leader charisma may be a useful tool by which leaders facilitate follower voice. Leader charisma has been defined as "the ability of a leader to exercise diffuse and intense influence over the beliefs, values, behavior, and performance of others through their own behavior, beliefs, and personal example" (House, Spangler, & Woycke, 1991, p, 366). Leader charisma stems from leaders' "raw" charismatic behaviors. More specifically, it is "an attributional phenomenon" (Conger & Kanungo, 1987, p. 639) in which followers ascribe leaders' actual charismatic behaviors to the leaders' charisma (Klein & House, 1995). Examples of specific leader charismatic behaviors which followers attribute to charisma include expressing leaders' own desire to reform the status quo, removing environmental constraints for change, providing attractive and inspiring vision, emphasizing collective identity and interests, plus taking personal risks and being self-sacrificing (Conger & Kanungo, 1987; Conger, Kanungo, & Menon, 2000; Den Hartog, De Hoogh, & Keegan, 2007; Shamir, Zakay, Breinin, & Popper, 1998). While watching and interpreting these actual leader behaviors, followers would infer a dispositional construct of leader charisma (Conger, 1999), suggesting that leader charismatic behaviors precede leader charisma.

Once leaders are judged to be charismatic by followers because of their own charismatic behaviors, those followers who become to admire their leaders may socially learn and follow leader behaviors such that they express desires to reform the current work situations, criticize the status quo, and make constructive suggestions for change (Conger & Kanungo, 1987; Den Hartog et al., 2007; Shamir et al., 1998). Hence, leader charisma is likely to promote follower voice. In addition, provided that charismatic leadership emphasizes the importance of collectivity (Shamir, House, & Arthur, 1993), followers perceiving leader charisma may actively demonstrate a cooperative work behavior of voice on behalf of their colleagues and work units. Finally, trust in leadership, which is closely associated with leader charisma (Conger et al., 2000), may also motivate followers to speak up in spite of the potential voice-producing risks, such as social rejection (Milliken, Morrison, & Hewlin, 2003), which arise from challenging their leader who represents the status quo (Ashford et al., 2009). To summarize, it is expected that leader charisma, which results from leader charismatic behaviors, would positively influence follower voice.

H1: Leader charisma would mediate the effects of leader charismatic behaviors on follower voice. Leader charismatic behaviors would increase leader charisma; leader charisma would increase follower voice.

MODERATING ROLE OF FOLLOWER EMPOWERMENT LEVEL

Although leader charismatic behaviors are arguably an important antecedent of leader charisma, it may not be the only one. In the process model of charismatic leadership (Klein & House, 1995), while

leader behaviors and leader charisma were compared to a spark and fire respectively, followers were described as a flammable material, suggesting that followers play a crucial role in “making a fire.” In other words, charismatic leader behaviors and follower attributes are suspected to co-determine the extent to which followers perceive leader charisma (Klein & House, 1995). Howell and Shamir (2005) advocated this interactionist view on the charismatic leadership processes such that charismatic leadership “emerges as a result of the interaction between leaders who display certain traits and behaviors and followers” (p. 103). This contingency approach to charismatic leadership processes is followed in the present study.

Specifically, this study examines follower empowerment level—the extent to which followers are able to conduct their job in an agentic manner—as a follower attribute which interacts with leader charismatic behaviors in predicting subsequently perceived leader charisma. This particular follower factor is selected based on the substitutes for leadership model (Kerr & Jermier, 1978). According to this contingency leadership model, followers’ competency-related individual attributes (e.g., ability and work experience) are posited to potentially attenuate and neutralize the impact of leader behaviors on followers’ functioning in a job, because those attributes would make leaders’ direction and support less necessary and important for followers to perform effectively in an organization. Given that followers’ empowerment level would be the direct outcome of their knowledge, skills, and abilities (Robbins, Crino, & Fredendall, 2002), it is presumed to be an adequate follower individual difference which diminishes the impact of charismatic leader behaviors on subordinate outcomes such as perceived leader charisma¹.

When follower empowerment level is higher, leaders’ charismatic behaviors would become less influential in having followers perceive leader charisma. Well-empowered followers, who perform a job in an agentic and independent manner (Harris, Wheeler, & Kacmar, 2009), may find leadership to be not so essential for their own effectiveness and, consequently, may pay less attention on leader charismatic behaviors and may less seriously deliberate their implications. Consequently, empowered subordinates may be less involved in the attribution processes which are required for the formation of leader charisma. Hence, even when leaders considerably demonstrated charismatic behaviors, those behaviors may not strongly influence and enhance highly empowered followers’ perceived leader charisma. Conversely, when followers are poorly empowered, charismatic leader behaviors may be more significantly related to leader charisma. Less empowered followers, who are relatively not so able to successfully perform their work on their own (Conger & Kanungo, 1988; Spreitzer, 1996), may more value and pay more attention to their leaders’ charismatic behaviors. Hence, these followers may be more actively engaged in the charisma attribution processes triggered by leader charismatic behaviors, suggesting a stronger charismatic behavior-charisma association.

This prediction—a weaker link between leader charismatic behaviors and leader charisma relationship for more empowered followers—is also indirectly supported by behavioral plasticity theory (Brockner, 1988). This theory proposes that high rather than low self-esteem individuals would be less responsive to external stimuli. Followers’ empowerment level has been argued and found to be closely related to their self-esteem (Spreitzer, 1995). Moreover, empowered followers may be also high in organization-based self-esteem which is “the extent to which one believes him/herself to be capable, significant, and worthy as an organizational member” (Pierce & Gardner, 2004, p.593), presuming that these followers would highly perceive their own capability, significance, and worthiness in a workplace. Given the close connection between one’s empowerment level and self-esteem as well as the premise of behavioral plasticity theory (Brockner, 1988), it is expected that when followers’ empowerment level is higher, the followers would be less reactive to external stimuli, such as leader charismatic behaviors, and, therefore, leaders’ charismatic behaviors would be less strongly related to leader charisma.

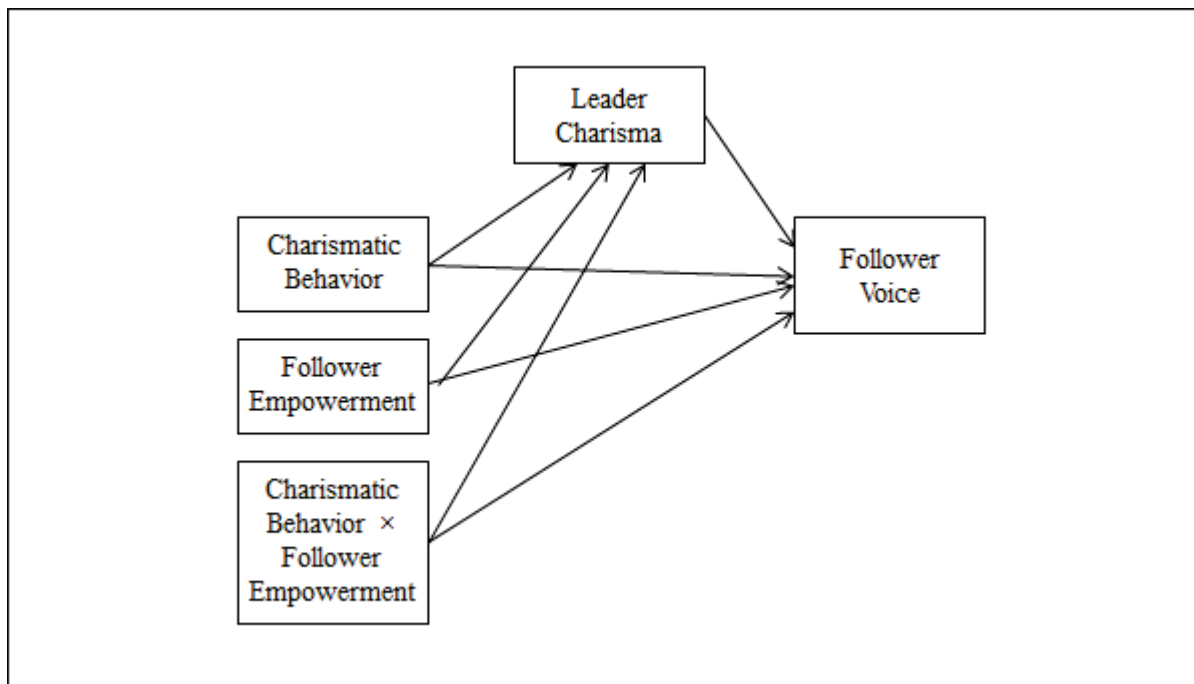
H2: As follower empowerment level increases, the positive relationship between leader charismatic behaviors and leader charisma would be weakened.

MEDIATED MODERATION BY LEADER CHARISMA

Arguing that leader charismatic behaviors and follower empowerment level jointly predict leader charisma and that leader charisma influences subsequent follower voice, leader charisma is suspected to transmit the joint effects of the two determinants of leader charisma onto follower voice (Figure 1).

H3: Leader charisma would mediate the interactive effects of leader charismatic behaviors and follower empowerment level on follower voice.

FIGURE 1
ILLUSTRATION OF THE STUDY MODEL



METHODS

Sample and Procedure

This study was conducted in an electronics company located in South Korea. The sample consisted of leaders and followers in 343 dyadic work relationships. After obtaining the surveyed company's permission for research, a researcher who was helped by an HR staff personally handed to each follower a large envelope including two survey sets. One survey set was for each follower; the other set was for the follower's immediate leader. In each survey set, there were a survey form and a small addressed and stamped envelope. It should be noted that no more than two large envelopes were distributed to followers under the same leader in order to avoid creating a leader-nested dataset. Receiving a large envelope from the researcher, followers were asked to provide their immediate leader with the survey set prepared for leaders. After filling out a survey, each follower or leader was requested to put the survey form in a small envelope, to seal it, and to directly mail it to the researcher. The response rate was 94% (321/343) for the follower survey and 85% (290/343) for the leader survey. After matching the collected surveys, the final dataset included 283 usable responses (response rate = 83%; 283/343). Survey participants' demographic data was not available because most participants didn't respond to the survey items to ask personal information.

Measures

As Brislin, Lonner, and Thorndike (1973) recommended, all the measures used for this study were translated following the translation-back translation procedure.

Independent and Dependent Variables

Charismatic leader behavior. Leaders self-rated the extent to which they were engaged in charismatic behaviors by using a leader-referenced 20-item Likert scale of charismatic leader behavior (Conger et al., 2000; 1 = strongly disagree; 7 = strongly agree; $\alpha = .91$). Sample items are “I have vision; often bring up ideas about possibilities for the future” and “I take high personal risks for the sake of the organization.”

Leader charisma. Followers assessed their immediate leader’s charisma with a 7-item leader charisma scale (Den Hartog et al., 2007; 1 = strongly disagree; 5 = strongly agree; $\alpha = .86$). Sample items are “My leader provides a good role-model for me to follow” and “My leader has a clear vision on the future opportunities of the group.”

Follower empowerment level. Leaders rated follower empowerment level with a 10-item employee maturity scale (Blank, Weitzel, & Green, 1990; 1 = strongly disagree; 5 = strongly agree; $\alpha = .82$). The content of this scale clearly showed the extent to which followers could perform their work in an agentic manner. Sample items are “My subordinate knows what to do on the job without being told,” “My subordinate makes job related decisions on his or her own,” and “My subordinate sets his or her own job goals.”

Voice. Leaders reported followers’ voice behavior by answering to the 5-item Likertvoice scale (Van Dyne & LePine, 1998; 1 = strongly disagree; 7 = strongly agree; $\alpha = .93$). A sample item is “My subordinate speaks up and encourages others in this group to get involved in issues that affect us” and “My subordinate develops and makes recommendations concerning issues that affect his or her workgroup and group members”

Control Variable

Psychological collectivism. Psychological collectivism was measured by followers with a 10-item Likert scale adopted from the original 15-item Likert scale (Jackson, Colquitt, Wesson, & Zapata-Phelan, 2006; 1 = strongly disagree; 5 = strongly agree; $\alpha = .91$). Followers’ collectivism propensity was controlled given the positive relationship between one’s psychological collectivism and discretionary prosocial work behaviors (Jackson et al., 2006; Moorman, & Blakely, 1995) such as voice. After being asked to recall previous and current job experience in work groups, a follower responded to the items such as “Working in those groups was better than working alone” and “I was concerned about the needs of those groups.”

Results

Table 1 provided the means, standard deviations, and bivariate correlations among all the study variables. Given the several advantages of the use of parcels compared to the use of raw individual items (e.g., better size-to-estimator ratio and more intervals in scales points; Landis, Beal, & Tesluk, 2000; Williams, Vanderberg, & Edwards, 2009), three to five parcels of items per each study variable were created by randomly combining items for a confirmatory factor analysis (CFA). From a series of CFA using AMOS 17.0, I found that the five-factor measurement model (including psychological collectivism, charismatic leader behavior, leader charisma, follower empowerment level, and follower voice) produced a fit superior to that of any alternative model that combined study variables examined in this research, $\chi^2(137, N = 238) = 411.10, p < .001$; comparative fit index = .91; root-mean-square error of approximation = .084, suggesting adequate discriminant validity among all the study variables.

TABLE 1
MEAN, STANDARD DEVIATIONS, RELIABILITIES, AND CORRELATIONS

Variable	M	SD	1	2	3	4	5
1. Psychological collectivism	3.66	.39	(.91)				
2. Charismatic leader behavior	5.22	.93	-.14	(.91)			
3. Leader charisma	2.87	.55	.19**	.23**	(.86)		
4. Follower empowerment level	3.57	.76	.04	.13	.15*	(.82)	
5. Voice	5.30	.82	.01	.21**	.17*	.31**	(.93)

Note. $N = 283$. Reliabilities appear in parentheses along the diagonal.

* $p < .05$. ** $p < .01$.

Leader Charisma Mediates between Charismatic Leader Behaviors and Voice

In Hypothesis 1, leader charisma was expected to mediate the effect of leader charismatic behaviors on follower voice. In order to test this, Baron and Kenny's (1986) multiple regression analysis procedures were followed, as shown in Table 2. After psychological collectivism was entered in the study models, voice was regressed on charismatic leader behaviors (Model 1) and leader charisma (Model 3), respectively; leader charisma was regressed on charismatic leader behaviors (Model 2). Both charismatic leader behaviors ($\beta = .22, p < .01$; Model 1) and leader charisma ($\beta = .19, p < .01$; Model 3) were found to significantly predict follower voice; charismatic leader behaviors were also found to significantly influence leader charisma ($\beta = .25, p < .01$; Model 2). In Model 4, after leader charisma was included into Model 1, the significant effects of leader charismatic behaviors on follower voice disappeared ($\beta = .09, ns$), but the effects of leader charisma still significantly predicted follower voice ($\beta = .28, p < .001$), suggesting that leader charisma mediated between leader charismatic behaviors and follower voice. For ascertaining whether this mediation was statistically significant, the Sobel (1982) test was conducted. The result revealed that the indirect effects of charismatic leader behaviors on follower voice via leader charisma was significant (Sobel test = 2.93, $p < .01$). The proportion of the total effect mediated by leader charisma was 59%, which was computed as $(c - c')/c$ (c = the effects of charismatic leader behavior on follower voice; c' = the effects of charismatic leader behavior on follower voice after controlling for the effects of leader charisma). Thus, Hypothesis 1 was partially supported such that leader charisma mediated the considerable, yet not full, effects of charismatic leader behaviors on follower voice.

TABLE 2
RESULTS OF MULTIPLE REGRESSION ANALYSIS

Variable	Model 1 Voice	Model 2 Charisma	Model 3 Voice	Model 4 Voice
Step 1: Control				
Psychological collectivism	.09	.05	.10	.09
Step 2: Main effect				
Charismatic behavior	.22**	.25**		.09
Leader charisma			.19**	.28***
Empowerment level				
Step 3: Moderation				
Charismatic behavior × Empowering level				
Step 4: Mediation				
Leader charisma				
R^2	.08**	.07**	.09**	.11**

Note. $N = 283$. Results are standardized regression weights.
* $p < .05$. ** $p < .01$. *** $p < .001$.

Moderating Role of Follower Empowerment Level

Hypothesis 2 was tested based on the procedures for testing moderation in multiple regression analyses (Cohen, Cohen, West, & Aiken, 2003). Table 2 displays the regression analysis results. Given that leader charisma was significantly predicted by both charismatic leader behaviors ($\beta = .25, p < .01$; Model 2) and follower empowerment level ($\beta = .22, p < .01$; Model 5), an interaction term of charismatic leader behavior × follower empowerment level was added into a study model. As expected, the interaction term was significant in predicting leader charisma ($\beta = -.27, p < .01$; Model 6). The interaction is plotted in Figure 2 (low and high charismatic leader behavior = - 1 and + 1 *SD* from the mean of charismatic leader behavior; low and high follower empowerment level = - 1 and + 1 *SD* from the mean of follower empowerment level).

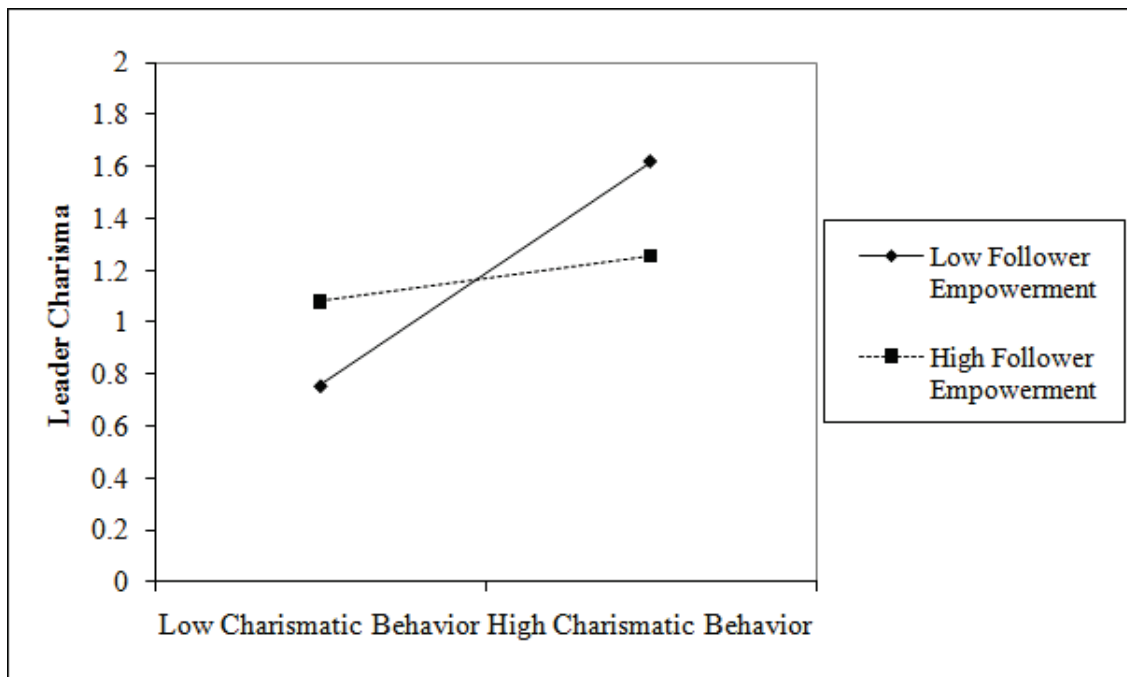
TABLE 2
RESULTS OF MULTIPLE REGRESSION ANALYSIS (CONTINUED)

Variable	Model 5	Model 6	Model 7	Model 8	Model 9
	Charisma	Charisma	Voice	Voice	Voice
Step 1: Control					
Psychological collectivism	.08	.17*	.08	.03	.20**
Step 2: Main effect					
Charismatic behavior		.57***		.61***	.49***
Leader charisma					
Empowerment level	.22**	.43***	.30***	.13	.85**
Step 3: Moderation					
Charismatic behavior × Empowering level		-.27**		-.22**	.03
Step 4: Mediation					
Leader charisma					.34***
R^2	.06**	.17***	.09**	.16***	.23***

Note. $N = 283$. Results are standardized regression weights.

* $p < .05$. ** $p < .01$. *** $p < .001$.

FIGURE 2
INTERACTION BETWEEN LEADER CHARISMATIC BEHAVIORS AND FOLLOWER EMPOWERMENT LEVEL TO PREDICT LEADER CHARISMA

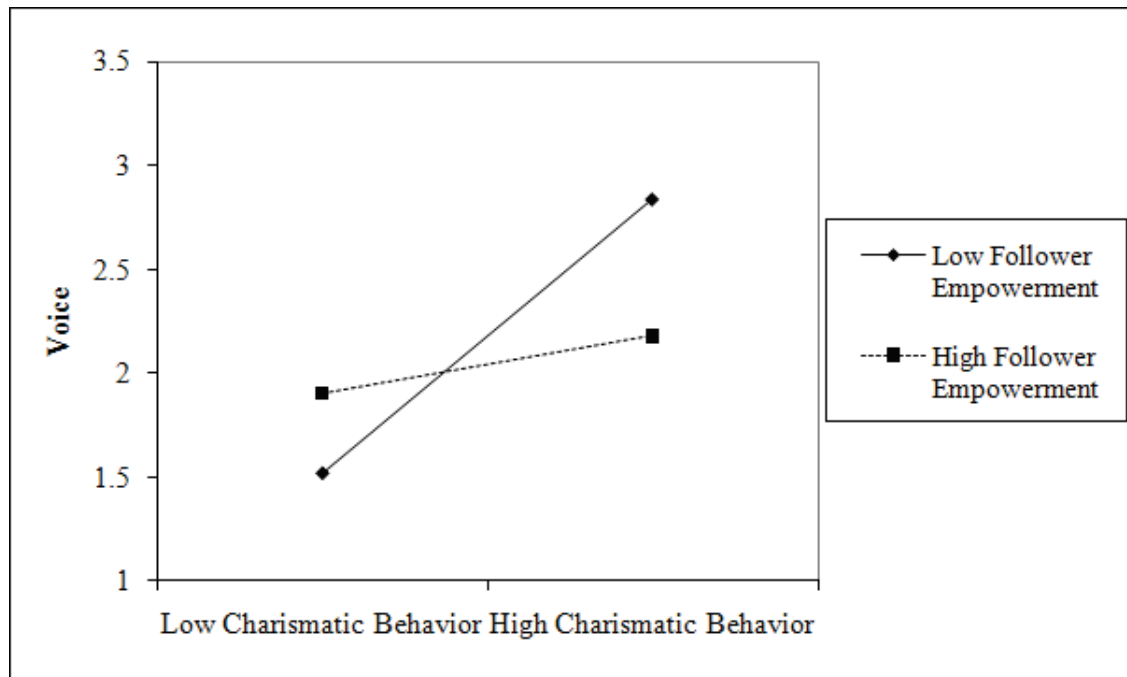


As illustrated in Figure 2, when follower empowerment level was high, charismatic leader behaviors were not significantly related to leader charisma ($\beta = -.08, t = -.84, ns$); when follower empowerment level was low, charismatic leader behaviors were significantly related to leader charisma ($\beta = .31, t = 3.37, p < .001$). Thus, Hypothesis 2 was supported such that when followers were more empowered in a job, leaders' charismatic behaviors were less strongly related to leader charisma perceived by the followers.

Mediated Moderation by Leader Charisma

In Hypothesis 3, leader charisma was proposed to mediate the interactive effects of leader charismatic behaviors and follower empowerment level on follower voice. In testing this mediated moderation hypothesis, first, the present study compared the interactive effect of charismatic leader behaviors and follower empowerment level on leader charisma ($\beta = -.27, p < .01$; Model 6; Figure 2) and follower voice ($\beta = -.22, p < .01$; Model 8; Figure 3), respectively, in order to clarify the nature of the mediated moderation relationships (Preacher, Rucker, & Hayes, 2007).

FIGURE 3
INTERACTION BETWEEN LEADER CHARISMATIC BEHAVIORS AND FOLLOWER EMPOWERMENT LEVEL TO PREDICT VOICE



Then, the two models below were investigated (control variables are omitted).

$$\begin{aligned}
 \text{Follower voice} &= b_0 + b_1 \text{ Leader charismatic behavior} + b_2 \text{ Follower empowerment level} \\
 &+ b_3 \text{ Leader charismatic behavior} \times \text{Follower empowerment level} + e \\
 \text{Follower voice} &= b_0' + b_1' \text{ Leader charisma} + b_2' \text{ Leader charismatic behavior} + b_3' \\
 &\text{Follower empowerment level} + b_4 \text{ Leader charismatic behavior} \times \text{Follower empowerment} \\
 &\text{level} + e
 \end{aligned}$$

If b_3 is statistically significant, and b_4 is significantly smaller than b_3 after a mediator (i.e., leader charisma) is introduced into the study model, the mediated moderation hypothesis (Hypothesis 3) would

be supported (Baron & Kenny, 1986; Morgan-Lopez & MacKinnon, 2006).

The results showed that leader charisma mediated the interactive effects of leader charismatic behaviors and follower empowerment level on follower voice. When leader charisma was entered into the study model, the significant effects of leader charismatic behavior \times follower empowerment level on follower voice ($\beta = -.22, p < .01$; Model 8) disappeared ($\beta = .03, ns$; Model 9); leader charisma significantly predicted psychological empowerment ($\beta = .34, p < .001$; Model 9). Thus, Hypothesis 3 was supported: Followers' perceived leader charisma was an important route through which leader charismatic behaviors and follower empowerment level jointly influenced follower voice.

DISCUSSION

The present study attempted to examine how followers' voice would increase because of leaders' charismatic behaviors and leader charisma and how followers' empowerment level would function in the charismatic leadership processes. As expected, leader charisma was found to mediate between leader charismatic behaviors and follower voice. Follower empowerment level was found to significantly moderate the charismatic leadership processes such that as followers were more empowered, leaders' charismatic behaviors were less able to facilitate followers to perceive leader charisma. Finally, the interactive effects of leader charismatic behaviors and follower empowerment level on follower voice were also found to be mediated by leader charisma.

This research contributes to the current voice and charismatic leadership literature. First, this study sheds light on the unexplored relationship between leader charisma and follower voice. There has been a debate on whether charismatic leaders would facilitate or impede followers' speak-up behaviors. Researchers have suspected that strong leadership, which charismatic leaders apparently exhibit, likely decreases follower voice. Drawing from the power literature, Morrison and Rothman (2009) suggested that a "powerful" leader may make followers silent than speak up in a workplace. Particularly, Conger (1999) argued that extraordinary and attractive charismatic leadership may lead followers to personally identify themselves with their leader and that followers may hesitate to confront the leader who functions as a mean to define the followers' own self-worth. Despite the probable negative impact of charismatic leadership on followers' voice, the present study found that leader charisma perceived by followers, as well as leader charismatic behaviors self-reported by leaders, stimulated, rather than discouraged, followers to speak up. This positive, rather than negative, charisma-voice relationship is indeed more convincing in that it is in line with the past research: Leader charisma has been argued and found to be positively related to follower contextual performance (De Cremer & Van Knippenberg, 2002; Den Hartog et al., 2007; Shamir et al., 1998; Sosik, 2005), a type of which is voice (LePine & Van Dyne, 1998; Van Dyne & LePine, 1998). More research is necessary to replicate and extend the findings of this study in the future.

The present study also extends the current literature as investigating the neglected preceding processes of leader charisma. Although leaders' individual differences, such as personalities and values, have been argued and found to predict charismatic leadership (House, Spangler, & Woycke, 1991; Sosik, 2005), relatively little has been researched concerning the cognitive processes in which leader charismatic behaviors lead to leader charisma. To understand these processes are important. It would explain how a mysterious construct of leader charisma develops in followers' cognitive systems, and also would inform organizations of what makes those in leadership positions charismatic. Especially, by theorizing and reporting the interactive effects of leader charismatic behaviors and follower empowerment level on leader charisma, the current study also expand our knowledge of how and why followers' dissimilar individual differences would interact with leader charismatic behaviors and would subsequently help predict the formation of leader charisma. Future research needs to continuously explore how other leader, follower, and organizational factors would independently and interactively help create leader charisma.

Limitations and Future Research

Despite the strengths such as multiple data sources and high response rates to surveys, there were several limitations which should be noted to qualify the study findings. First, there were few responses on the survey items to ask demographic information. Hence, the representativeness of the sample and the potential biases in the survey responses could not be assessed. Future research need to consider how to collect these possibly important individual differences from survey respondents or archival data. Second, the cross-sectional research design increased some concern of the method bias. Given that leaders reported both charismatic leader behaviors and follower voice in the same survey, their correlation could have been artificially inflated. In order to reduce this concern, several techniques recommended by Podsakoff and colleagues (2003) were applied in this research. For creating a psychological separation among the main study variables, the scales to measure them were placed far apart in the survey form; clear instructions of each scale was provided so that respondents did not complete the survey based on their own implicit theory. To further increase the validity of the study findings, future research is recommended to be longitudinally designed with more data sources.

Third, the Korean company contexts could have affected the survey processes. Researchers have indicated that South Korean companies are featured by hierarchical organizational structures, directive rather than participative style of leadership, and organizational cultures in which both leaders and followers hesitate to confront with each other (Alston, 1989; Chung, Lee, & Jung, 1997; Morden & Bowles, 1998). These Korean work contexts could have restricted survey responses by making followers reluctant to provide their genuine thoughts and opinions regarding their leader (i.e., perceived leader charisma). Although the study results showed no serious sign of the range restriction in follower responses (e.g., follower-reported leader charisma mean = 3.07 and $SD = .76$), this source of biased survey responses need to be considered and eliminated in future research.

Beyond the issues indicated above, researchers might also examine whether and how leader charisma would differentially facilitate dissimilar types of follower voice. Van Dyne and colleagues (2003) have argued that employees would be engaged in voice not only based on altruism or cooperative intentions, but also based on a feeling of resignation and defensive motives. Followers under charismatic leadership may be motivated to speak up partly because of “fears of being ostracized” (Conger, 1999, p.193) and “the dynamics of exclusion to ensure both follower commitment and high performance outcomes” (Conger, 1999 p.193). Considering that leader charisma could stimulate submissive and self-protective types of voice within a dyadic leader-follower relationship, future research might investigate the differential effects of leader charisma on different types of voice based on dissimilar motives.

Conclusion

Despite the keen concerns on the information flow in a workplace, organizations often fail to make employees speak up for improving their work circumstances. The present research highlights the importance of charismatic leadership in enhancing followers’ voice behaviors. Given the study findings, for promoting follower voice, leaders would need to help followers perceive charisma by actively demonstrating charismatic behaviors, even when those charismatic behaviors are somewhat concerned to unintentionally deteriorate follower voice. This study also suggests that when leaders want to maximize the effectiveness of their own charismatic behaviors in forming charisma and in promoting follower voice, they would need to focus on right (e.g., not-so-empowered) followers.

ENDNOTE

¹Although charismatic leader behaviors could directly influence follower empowerment level (Conger & Kanungo, 2000), it is still legitimate to examine their interaction in predicting leader charisma. One’s empowerment level is significantly influenced not only by charismatic leadership, but also by other personal traits and organizational contexts (e.g., proactive personality, growth need, role ambiguity, participative unit climate, etc; Spreitzer, 1996, 2008). Accordingly, it is highly likely that followers under leaders performing charismatic behaviors are not empowered and that followers who are not targeted by

leader charismatic behaviors are still empowered. Thus, despite the potentially positive association between charismatic leader behaviors and follower empowerment, it would be valid to investigate follower empowerment level as a moderator in charismatic leadership processes.

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