

Leadership and Follower Outcomes: The Moderating Effect of Follower Promotion Focus

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Abstract

The present study examines the moderating effect of follower chronic promotion focus on the relationship between charismatic leadership and three followers' outcomes, namely, extra-effort, self-sacrifice and dependency using Conger and Kanungo's scale of charismatic leadership. A survey was conducted among 306 leader-manager dyads at middle management level of 30 organizations from 14 different industrial sectors of Sri Lanka. The analysis indicates that charismatic leadership influences follower dependency and extra-effort positively while the relationship between charismatic leadership and follower self-sacrifice is not statistically significant. Furthermore, follower chronic promotional focus contrary to the present theorization does not moderate the effect of charismatic leadership on follower outcomes. While contributing to the ongoing attempt of explaining charismatic leadership dynamics through follower self-regulatory focus, the study suggests that managers should invigorate charisma in order to harness the effort exerted by subordinates.

Key words: Charisma, Leadership, Follower Outcome, Regulatory Focus, Sri Lanka

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