

# Relationship Between Charismatic Leadership And Organisational Climate With Special Reference To Fmcg Sector

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**Abstract:** *The 21st century has presented challenges and opportunities to organizations. Although there is research on leadership and organizational climate, a debate continues about the contribution of organizational climate and the role of leadership to creating the desired organizational climate. Few research consciousness on management and organizational weather in India. This takes a look at builds on the knowledge that exists. Know-how of the effect of management on organizational weather in India lets in for customized answers to the problems of management, organizational weather and enterprise performance. Studies layout, technique and approach: the use of a descriptive, cross-sectional subject survey approach, 896 members (all of whom worked in a single corporation) participated inside the survey. A structural equation modelling (SEM) multivariate analyses revealed a brand-new set of organizational dimensions, showed the connection between leadership and organizational climate as well as the relationship among organizational weather and its various dimensions. Practical/managerial implications: the findings emphasized the importance of positive common and unique management practices for developing the preferred organizational climate in India and inside the FMCG surroundings. This observation contributes to the frame of know-how about the relationship among management and organizational weather in India.*

**Keywords:** *Organizational climate, charismatic leadership.*

## 1. INTRODUCTION

Today's changing technological panorama presents firms, leaders and personnel with a multitude of demanding situations and opportunities. Increasing volatility and turbulence characterize the commercial enterprise international. In line with the 2012 international labour company (ILO) file on global employment traits, the arena faces the pressing mission of creating six hundred million effective jobs in the next 10 years with a purpose to generate and reap sustainable boom and hold social concord. Similarly, the worldwide competitiveness file 2011-2012 confirmed that India ranked fourth (of a hundred and forty-four international locations surveyed) in monetary market improvement. This suggests confidence in the Indian marketplace, whereas self-belief is handiest slowly returning to other international locations throughout the globe. The document additionally showed that India performs extraordinarily well in complicated areas like enterprise sophistication (thirty

eighth), innovation (forty first), benefiting from sound medical studies institutions (30th) and sturdy collaboration between universities and the commercial enterprise zone in innovation (26th).

However, India desires to address some of weaknesses. They encompass bad labour market efficiency, which rigid hiring and termination of employment practices (139th) characterize, the inflexibility of enterprises in determining reimbursement (138th) and extensive tensions in employee-corporation relationships (138th). These types of troubles require sturdy leadership and excessive nice relationships among employees and leaders if you want to work together to locate appropriate answers.

Consequently, it's miles vital to improve management and the organizational climate that isnecessary for improved productiveness, market proportion growth and profitability. That is important, given India's unique position of being an emerging market economy with a diverse workforce, affirmative action policies and an open economy that gives its workforce little protection.

To address these weaknesses and to improve India's overall competitiveness, researchers need to undertake empirical studies. These studies should explain the nature, and confirm the existence, of a relationship between leadership style and organizational climate in India and how it can affect employees' motivation levels, job performance and job satisfaction (Cloete, 2011; Greyvenstein, 1982).

## **2. REVIEW OF LITERATURE**

Stroud (2009) investigated the relationship between senior leadership competence and employee engagement in the leaders' organizational units. The study used a Fortune 500 multinational corporation's leadership competency model, alongside multi-rater feedback and worker engagement units. The effects confirmed that integrity, collaboration and teaming are two specific talents in senior leaders that appear to have significant and effective relationships with worker engagement. But, self-cognizance and the capability of senior leaders to adapt, in regards to worker engagement, have been no longer big. The direct report rater source yielded potential ratings that had been the nice predictors of employee engagement. This highlights the priority that the connection among senior management abilities and worker engagement exists partly because engaged personnel gave superb scores and less engaged employees gave terrible rankings in their leaders. However, one need to observe that bias riddles secondary capacity ratings – like situational judgement checks (silverman, 2000).

Lockwood (2008) conducted a quantitative and descriptive correlation take a look at to look at the connection between employee self-efficacy, perceived supervisory leadership style and employee engagement in a blue-collar team of workers. The results showed a fairly superb relationship among the perceived transformational management style of supervisors and worker engagement tiers and a fairly bad dating between a perceived laissez-faire management style and subordinate engagement stages.

Haakonsson et al. (2008) conducted research into how misalignments among organizational weather (measured as records-processing demand) and management style (measured as statistics-processing capability) can bring about poor overall performance. They accumulated the data the use of a questionnaire. In these studies, the key respondent changed into the CEO. Therefore, the researchers based their findings on the CEO's belief of climate and leadership fashion. The research findings confirmed that misalignments between

organizational climate and leadership style are difficult for enterprise overall performance. If there are misfits, both the organizational weather or the management style needs to change. This emphasizes the significance of constantly investigating the contribution of organizational climate and the want to recognize the position of management in creating favored organizational climates.

### **Organizational climate**

Despite the fact that there have been several research of organizational weather, courting again to the 1960s, a general definition is elusive. Researchers' perspectives orientate their definitions of the concept (heyart, 2011). As an instance, a few researchers describe organizational weather in keeping with its characteristics. One of the earliest and most commonly everyday definitions (based on citations) of organizational weather (James & jones, 1974; Johannesson, 1973; Moran & volkwein, 1992; woodman & king, 1978) is that of forehand and Gilmer (1964). They described it as a hard and fast of characteristics that describe an employer, distinguishes one enterprise from any other, is tremendously strong over time and may affect the behaviour of the enterprise's individuals.

**Cooke and Rousseau (1988)** distinguished among organizational tradition and organizational weather via supplying a listing of tradition and climate definitions. They suggested that climate displays perceptions of organizational structures and the way it feels to be a member of an business enterprise, whereas ideals about a way to behave are aspects of organizational subculture.

Furthermore, organizational way of life is the underlying values, beliefs and standards which might be the inspiration of organizations' management systems. These structures are the management practices and behaviors that fortify fundamental ideas (Denison, 1990). The significance of organizational subculture to personnel lies in the symbolism, rituals, myths, stories and interpretations that the businesses of humans, with whom these personnel companion and interact, form (Frost, 1985). Furthermore, Alvesson (2002) states that, when defining what organizational lifestyle is, it's far crucial to emphasize the assumptions and values that underlie social truth.

**Castro and Martins (2010)** additionally help the view that one ought to see tradition and weather as distinctive standards. They declare that organizational lifestyle has deep roots in enterprises and uses employees' values, ideals and assumptions as its foundation (Castro & martins, 2010). This contrasts with organizational weather, that is a 'photo' of A particular time in an organization that one measures the use of quite a number dimension (Castro & martins, 2010). The dimensions Castro and co-workers (2010) recommend are the leadership of immediate managers, transformation and diversity, personal growth and improvement, interpersonal belonging and suit, widespread feeling of job pride, employee health, image, pay, hard and interesting work, physical paintings environment, reputation and acknowledgement. These dimensions usually mirror the dimensions this look at makes use of, specifically those that replicate management.

The research questions that drove this study were:

1. What is the organizational climate in this Indian FMCG organization?
2. What are the main dimensions that affect organizational climate in this Indian FMCG organization?

3. Is there an empirical relationship between leadership and organizational climate in a sample of employees who work for this Indian FMCG organization?

### 3. RESEARCH METHOD

#### Sample

The target population for this study consisted of all employees in the organization. The unit of analysis was the individual employee. The total population consisted of 3700 employees. The final sample consisted of 896 employees from all five regions of an FMCG organization in Tamil Nadu yielding a response rate of 24.2%.

The authors used convenience sampling for this research and participation was voluntary. The target population consisted of professional, management, technical, support, administrative, sales representative and frontline staff (white-and blue-collar workers), all of whom were permanent employees of this organization. Therefore, the sample consisted of a rich and diverse representation of employees.

#### Measuring instrument

The authors used one measuring instrument to assess both variables. The purpose of the measuring instrument was to assess individual employees' perceptions of several dimensions of organizational climate. The authors included the dimensions of organizational climate, charismatic leadership, work environment and corporate reputation in the original questionnaire.

The original organizational climate questionnaire consisted of two main sections, with 222 items that measured seven dimensions of organizational climate. The focus of section 1 was biographical information. The aim of section 2 was to obtain information about organizational climate. This section covered the main dimensions of charismatic leadership, work environment and corporate reputation. The organization categorized the dimensions in this way so that the results had a format that linked to managers' performance areas. The organization further subdivided the three main dimensions into high performance culture and growth outlook (under the dimension of charismatic leadership); human capital competitiveness; employee relations and organizational health (under the dimensions of work environment); and corporate image (under the dimension of corporate reputation).

The questionnaire used a Likert-type scale with five alternative responses for each statement. They ranged from strongly disagree (1) to strongly agree (5), with a central option (3) 'neither agree nor disagree'. The authors scored all the items and obtained the overall score for each dimension by calculating a mean score for each dimension.

TABLE 1: Respondents' demographic profile.

Variable	N	%
<b>Gender</b>		
Male	566	63.2
Female	215	24.0
Missing values	115	12.8
<b>Tenure</b>		
0–12 months	45	5.0
1–3 years	187	20.9

3–5 years	178	19.9
5–10 years	190	21.2
More than 10 years	293	32.7
Missing values	3	0.3
<b>Job level</b>		
Executive and seniormanagement	73	8.1
Middle and junior management	271	30.2
Supervisory	51	5.7
Sales representative or clerical	283	31.6
Shop floor	218	24.3
Missing values	0	0.0

Table 1 gives the respondents' demographic details.

The gender split was 63.2% (n = 566) male, 24% (n = 215) female, whilst 12.8% (n = 115) of the respondents did not specify their gender. The authors could not determine a specific reason for this other than the respondents wanted to maintain confidentiality. Most respondents had worked in this organization for more than ten years (n = 293). Only 5% of the respondents had worked for the organization for less than one year. Of the respondents, 20.9% (n = 187) had been with the organization for one to three years, 19.9% (n = 178) for three to five years and 21.1% (n = 190) for five to ten years. Of the sample, the organization employed 31.6% (n = 283) of the respondents at sales representative or clerical level, 30.2% (n = 271) at middle and junior management level, 24.3% (n = 218) at shop-floor level (like forklift drivers and artisan assistants), 8% (n = 73) at executive and senior management level and 5% (n = 51) at supervisory management level. All respondents were permanent employees of the organization.

### Research procedure

The authors obtained permission to conduct the research in the organization and across all regions from the business director concerned. They administered the questionnaire to all employees during the FMCG organization's annual climate survey. They collected the data over a period of one month by distributing online questionnaires to the various regional human resources departments.

A representative from the human resources department facilitated the employee sessions. The role of the human resources representative was to clarify any uncertainties about biographical groupings, to explain terminology, to ensure that employees completed the questionnaires individually and to ensure confidentiality.

To ensure that all employees had an equal opportunity to complete these questionnaires, the authors made the questionnaires available to every employee on the morning, afternoon and night shifts for a period of one month. Each employee received a questionnaire, an envelope and a confidentiality sticker.

Once the employees had completed the questionnaire, the employees placed them in the envelopes, sealed the envelopes and signed the register to indicate that they had completed it. Participation in the study was voluntary and respondents received assurances that their responses would remain confidential and anonymous. Because this is an annual process, the respondents received no offers of incentives. The human resources representative then submitted all the sealed envelopes to the external organization that recorded and analyzed the data.

#### 4. DATA ANALYSIS

SPSS version 20, AMOS version 20 statistical program (2011) completed the statistical analyses.

##### Structural equation modelling results

The authors applied the SEM multivariate analysis technique to confirm the factor analysis results and to determine the relationship between the construct of organizational climate and the variable of charismatic leadership. Except for a statistical significance index (chi square), SEM uses several global fit indices to determine model fit.

There is no consensus on which goodness of fit indices one should use to judge the adequacy of a model. However, there is agreement that SEM has no single statistical test that best describes the strength of a model's prediction. Therefore, this means that one should consider more than one (Hu & Bentler, 1998; Milsap, 2002). The authors originally tested two models using the covariance matrix based on SEM procedures. They tested alternative models based on the theory. They made changes to the models according to the modification indices.

##### Model 1: Leadership and organizational climate

Firstly, the authors tested model 1 with leadership and organizational climate as separate constructs. The results yielded the following default model scores (see Table 5).

The results also showed that the covariance matrix is not a positive definite. According to Schumacher and Lomax (2004), non-positive definite covariance matrices occur when the determinant of the matrix is zero or when the inverse of the matrix is not possible. Correlations greater than 1.0, linear dependence amongst observed variables, collinearity amongst the observed variables or a variable that is a linear combination of other variables can cause this. A further investigation of the two constructs indicated that, in a number of instances, the authors used the same variables in different dimensions.

##### Model 2: Charismatic leadership and organizational climate

In model 2, one shows the relationship between leadership and organizational climate by applying the Goodness-of-Fit

TABLE 2: Dimensions of organizational climate.

Dimension	Description
Performance management	Refers to the practices, policies and procedures organizations use to manage employee performance
Self-management practices	Refers to the practices and behaviors employees adopt when doing their work
Innovation and empowerment	Refers to the amount of freedom employees feel they have to express and demonstrate new ways of working
Employee relations	Refers to the quality of the relationship between the employees and managers
Senior leadership behaviors	Refers to the ability of senior leaders in the organization to lead employees in the right direction and to make the right decisions for the good of the organization
Diversity	Refers to the acceptance and appreciation of various ethnic and gender groups in the workplace

Black economic empowerment	Refers to the promotion and advancement of black, mixed-race and Asian employees in the organization
Corporate image and governance	Refers to the pride that employees feel in being associated with the organization and its products and services
Organizational support	Refers to how valued and supported employees feel at work

TABLE 3: The means, standard deviations and Cronbach's alphas for the dimensions of organizational climate and charismatic leadership.

Dimension	N	M	SD	Cronbach's alpha	Number of items
Charismatic leadership	896	4.26	12.09	0.72	20
Organizational support	896	4.22	14.45	0.97	18
Corporate image and governance	896	4.37	8.08	0.96	14
Black economic empowerment	896	3.98	5.69	0.94	7
Diversity	896	3.97	4.95	0.92	6
Senior leadership behaviour	896	4.09	4.77	0.95	6
Employee relations	896	4.03	4.60	0.90	6
Innovation and empowerment	896	4.17	4.36	0.91	8
Self-management practices	896	4.35	3.48	0.91	6
Performance management	896	4.07	3.23	0.86	4

M, mean; SD, standard deviation. (GFI) measures for non-nested models. GFI tests determine

whether one should accept or reject the model that one is testing. If one accepts the model, one can

interpret the coefficients (Garson, 2004).

According to Schumacker and Lomax (2004), GFI measures with a value of 0.90 or higher show acceptable fit. The proposed model is a non-nested model, which means that one of the models does not derive from the other simply by restricting parameters. Non-nested models are a combination of two unrelated factors. When models are not nested, one cannot use the chi-square test. Instead, one must use other model comparison methods (like the Akaike's Information Criterion (AIC) or the Expected Cross-Validation Index (ECVI). Indeed, Kline (1998) writes, 'The chi-square statistic can be used as a test of significance only for hierarchical [nested] models.'

Therefore, the authors used the GFI statistic that Joreskog and Sorbom (1993) created as an alternative to the chi-square test in this research. It calculates the proportion of variance that the estimated population covariance accounts for (Tabachnick & Fidell, 2007). According to

Diamantopoulos and Siguaw (2000), smaller values for the AIC and consistent AIC (CAIC) suggest a good fit. However, for a parsimonious model, because these indices are not normed to a 0–1 scale, it is difficult to suggest a cut-off, except to suggest that the model that produces the lowest value will be the best model to use.

For model 2, the authors reported the GFI test with the AIC; Bays Information Criteria(BCC); Bayesian Information Criterion (BIC) and CAIC as alternative measures for non-nested models; and the baseline fit measures of the normed fit index (NFI); relative fit index (RFI); the incremental fit index (IFI); Tucker-Lewis index (TLI); and the comparative fit index (CFI). A value of 0.90 or above indicates a good model fit (Hu & Bentler, 1998) for the mentioned baseline fit measures. To overcome the problem of sample size, Browne and Cudeck (1993) suggested that the root square error of approximation (RMSEA), with values ranging from 0.05 to 0.08, is a ‘good fit’. The results of the AIC, BCC, BIC and CAIC scores showed major improvements for model 2 (Table 6). The scores of all four indices were smaller than was the case for model 1. The smaller scores indicated a relatively better fit and that model 2 is the better model for comparison. This is an indication that the parameters ‘cross validate’ well in a sample of the same size.

Model 2 (see Figure 1) confirmed the positive relationship of 0.88 between charismatic leadership and organizational climate.

The GFI is 0.841, which is a slightly inadequate fit. The GFI ranges from 0–1, and should be equal to or greater than 0.9 (Schumacker & Lomax, 2004).

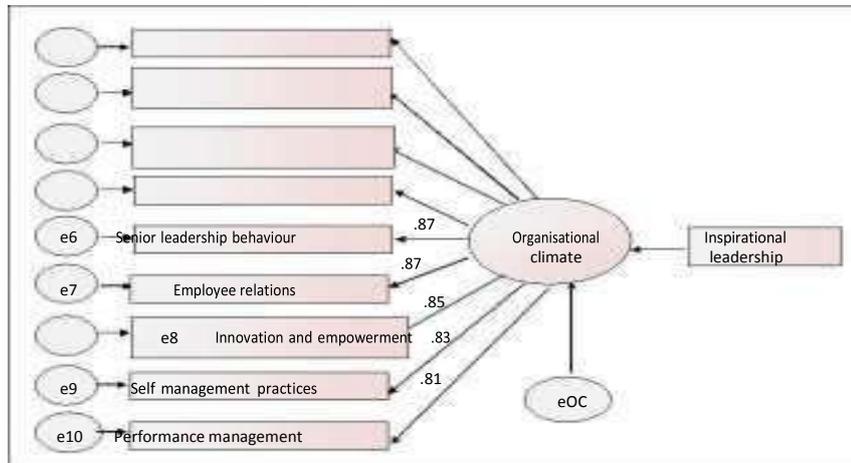
The NFI was 0.927, the RFI was 0.906, the IFI was 0.930, the TLI was 0.910 and the CFI was 0.930. These results show adequate fit because all these values are close to the recommended perfect fit,

where 0 shows ‘no fit’ and 1 shows ‘perfect fit’ (Schumacker & Lomax, 2004).

The RMSEA for this model was high at 0.149 for the default model and 0.496 for the independence model. One cannot compute the saturated model using RMSEA. Therefore, the authors omitted it from this statistical analysis. They used the same argument for not computing the root mean square residual (RMR). As the authors indicated earlier, they used alternative incremental fit indices for studying the proposed non-nested model.

Table 5 shows high levels of correlation between charismatic leadership and the climate dimensions. This explains between 65.3% and 87.7% of the variance.

e2	Organizational support	.94
e3	Black economic empowerment	.9
e4	Corporate image and governance	.8
e5	Diversity	.8



**FIGURE 1: Relationship between inspirational leadership and organizational climate.**  
 For model 2, the authors reported the GFI test with the AIC; Bays Information Criteria (BCC); Bayesian Information Criterion (BIC) and CAIC as alternative measures for non-nested models; and the baseline fit measures of the normed fit index (NFI); relative fit index (RFI); the incremental fit index (IFI); Tucker-Lewis index (TLI); and the comparative fit index (CFI). A value of 0.90 or above indicates a good model fit (Hu & Bentler, 1998) for the mentioned baseline fit measures. To overcome the problem of sample size, Browne and Cudeck (1993) suggested that the root square error of approximation (RMSEA), with values ranging from 0.05 to 0.08, is a ‘good fit’.  
 The results of the AIC, BCC, BIC and CAIC scores showed major improvements for model 2 (Table 6). The scores of all four indices were smaller than was the case for model 1.  
 The smaller scores indicated a relatively better fit and that model

**TABLE 4: Results of fit indices for model 1.**

Model 1	AIC	BCC	BIC	CAIC
Default model	537140.00.123	537150.00.906	539010.00.243	539400.00.243

AIC, Akaike’s Information Criterion; BCC, Bays Information Criteria; BIC, Bayesian Information Criterion; CAIC, consistent Akaike’s Information Criterion.

**TABLE 5: Results of fit indexes for model 2.**

Model 2	AIC	BCC	BIC	CAIC
Default model	7660.976	7670.473	8620.935	8820.935
Saturated model	1100.000	1110.369	3730.887	4280.887
Independence Model	99790.817	99800.066	100270.796	100370.796

AIC, Akaike’s Information Criterion; BCC, Bays Information Criteria; BIC, Bayesian Information Criterion; CAIC, consistent Akaike’s Information Criterion.

**TABLE 6: Results of fit indexes for model 2.**

Model 2	AIC	BCC	BIC	CAIC
Default model	7660.976	7670.473	8620.935	8820.935
Saturated model	1100.000	1110.369	3730.887	4280.887

Independence model	99790.817	99800.066	100270.79	100370.79
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TABLE 7: Squared multiple correlations (organizational climate relationship).

Dimension	Estimate
Charismatic leadership	0.770
Performance management	0.653
Self-management practices	0.689
Innovation and empowerment	0.715
Employee relations	0.756
Senior leadership behaviour	0.755
Diversity	0.667
Corporate image and governance	0.822
Organizational support	0.877

TABLE 8: Standardized regression weights: organizational climate.

Main constructs Dimension	Estimate	Estimate
Organizational climate	<--- Charismatic leadership	0.877
Organizational support	<--- Organizational climate	0.937
Corporate image and governance	<--- Organizational climate	0.907
Diversity	<--- Organizational climate	0.817
Senior leadership behaviour	<--- Organizational climate	0.869
Employee relations	<--- Organizational climate	0.870
Innovation and empowerment	<--- Organizational climate	0.845
Self-management practices	<--- Organizational climate	0.830
Performance management	<--- Organizational climate	0.808

In Figure 1, the arrows show a direct structural relationship. The figures above these arrows show the effect of the variable on the dimensions. The figures above the dimensions show the variance that this dimension on the variable explained.

The regression coefficients show a structural relationship between charismatic leadership and organizational climate. Table 7 and Figure 1 show that the variable of charismatic leadership (0.77) had an effect on the variable of organizational climate and explained 77% of the variance. Furthermore, the results in Figure 1 show that performance management was the weakest indicator of organizational climate, with a variance of 65%, followed by diversity and black economic empowerment. Both had low indicators of 82% and a variance of 0.67. Organizational support (0.88 variance) and corporate image and governance (0.82 variance) were the strongest indicators of organizational climate. Their effect is also the highest with

scores of 94% and 91%, respectively. Senior leadership, employee relations, innovation and empowerment and self-management practices all show strong indicators of 81% and higher. The regression model is part of the SEM process and confirms the relationships between the various dimensions. Table 8 gives the SEM regression analysis results. They show the structural relationships. The results suggest that there is a structural relationship between charismatic leadership and organizational climate.

## 5. DISCUSSION

The main aim of this study was to explore the relationship between leadership and organizational climate.

## 6. SUMMARY OF THE FINDINGS

The results of the study suggested that one could describe the overall organizational climate of the FMCG organization as very positive with a mean of 4.14 (the cut-off score was 3.2). The results also showed a strong positive relationship between charismatic leadership and organizational climate (0.88). These results are consistent with previous studies, which investigated the relationships between various leadership styles and organizational climate (Cloete, 2011; Goleman, 2000).

The authors grouped the statements into dimensions and developed a model that shows nine dimensions of organizational climate based on the organizational climate questionnaire. They conducted a SEM multivariate analysis to determine the relationship between the various organizational climate dimensions.

The results showed a positive relationship between organizational climate and each of the nine dimensions. As far as the second aim of this research was concerned, the authors identified the main dimensions that affect organizational climate: organizational support, corporate image and governance have the greatest effect on organizational climate.

Although all indicators were high, the indicators of organizational climate of performance management, followed by black economic empowerment and diversity were lower.

However, it is important to emphasize that researchers need to conduct more research in order to understand how Indian leadership abilities will be able to overcome certain macro-environmental constraints, like lack of education, low socioeconomic status, slow economic growth as well as the issues of economic empowerment and diversity.

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