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The relationship between perceived leader charisma and follower innovation

Submitted by

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Abstract

Leadership research is aligned that the most important drivers of follower innovation in organisations are their leaders. Yet there is no specific leadership style that has been irrefutably identified to inspire innovation. The lack of consistency and consensus in the leadership style that influences follower innovation has been driven by the styles that have been researched in relation to follower innovation being too broad. This research aimed to unbundle the charismatic element of leadership which could be found in some leadership styles. To this end, the research further categorized charismatic leaders as either positive or negative. This assisted in understanding the relationship between perceived leader charisma and follower innovation with employee voice as a moderator.

Online questionnaires were sent to a target population which comprised of professionals, middle and senior managers who work in the technology industry in South Africa using purposive and snowballing sampling techniques. Data collected from 329 participants was used to assess validity and reliability of the measuring instrument for the study. Employing regression analyses, the research showed that perceived charismatic leadership as well as perceived positive charismatic leader behaviours are both positively related to follower innovation. Further, employee voice positively enhances these relationships. No significant relationship was identified between perceived negative charismatic leader behaviours and follower innovation. However employee voice negatively moderated this relationship.

The findings of this research offer empirically validated evidence to suggest a relationship between perceived positive charismatic leaders, which future researchers can develop on.

Keywords: Charismatic leadership, perceived charismatic leadership, perceived positive charismatic leader behaviours, perceived negative charismatic leader behaviours, follower innovation.

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorization and consent to carry out this research.

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1 REVIEW OF THE TOPIC

1.1 Introduction

With significant and rapid technological changes in the business environment, the innovation capabilities of employees in organisations have increasingly become crucial (Puente-Díaz, 2016). Employees now, more than ever need leaders that continuously motivate them to keep abreast with the dynamic environments that they operate in and to enhance their innovation competencies. Charismatic leaders have been identified for their ability to motivate and inspire their followers and have therefore been suggested as appropriate leaders in turbulent environments (Popović, Vučurević, Brkanlić & Ožegović, 2014). Whilst the need for follower innovation in organisations as well as the suitability of charismatic leaders in changing environments have been noted, how these two are related has never been understood. This research thus aims to understand the nature of the relationship between perceived charismatic leadership and follower innovation.

The importance of innovation was illustrated by traditional taxi drivers across the globe who had their rugs pulled from underneath their feet as the survival and continuity of their businesses became under threat when Uber was launched in 2011 (Cramer & Krueger, 2016). Since its foundation, Uber has become a paragon of innovation. This has steered the organisation to becoming a highly valued online transportation network (Walker-Smith 2016). The organisation hosts a mobile application that connects travellers with drivers who are willing to provide transportation. Though it has experienced resistance from governments and traditional taxi companies who allege that Uber taxis are unsafe and illegal, the organisation has grown from strength to strength achieving revenue of USD1.5 billion in 2015 (Gabel, 2016).

Workers at Uber credit the success of the organisation to its leaders who they perceive as charismatic as a result of their unusual ability to convince followers to take on the world through innovation (Cramer & Krueger, 2016; Walker-Smith 2016). Despite this reason for success at Uber being consistent with a suggestion made by Popović et al. (2014), it was not substantiated by any imperative studies. Popović et al. (2014) merely alluded to the notion that leaders that are perceived as charismatic have a better chance of positively driving follower innovation. This research therefore sought to authenticate or refute this suggestion by understanding the nature of the relationship between perceived leader charisma and follower innovation in different contexts and not just limited to the online transportation industry.

In light of this research aim, this chapter provides the background of the research topic as well as the objectives which the research intended to achieve. The section that discusses why conducting the research was relevant articulates the applicability of the topic both in business and academic contexts. The section also discusses key arguments presented by existing researchers in relation to the topic. The scope and context of the study are then highlighted. At the end of the chapter, the structure of the research is outlined as well as the intended purpose of each subsequent chapter.

1.2 Background to the research topic

It is not alarming that the novelties of Uber disrupted the taxi industry as innovation is a key ingredient to successful organisations as well as the backbone of sustainability, competitiveness and growth (Lulla, 2011; Allman, Can, & You, 2012; Dai, 2012; Eiriz, Faria, & Barbosa, 2013). Consequently, innovation is among the main instruments of strategy which are vital to survival of organisations (Abraham, 2013; Castro, Gomes & de Sousa, 2012). As an affirmation of this, Lulla (2011) iterated that organisations must make use of all innovative competencies that secure their competitive spot in various markets. It is therefore clear that innovation is valuable in organisations. Although the benefits of innovation have been well documented, it is the relationship between perceived charismatic leaders and follower innovation that has not been adequately dealt with by existing literature.

Empirical studies agreed that the most essential driver of innovation is leadership behaviour (Hemlin & Olsson, 2011; Castro et al., 2012). As evidence of this, Jacobides (2013) showed how disagreements among the leadership team at Blackberry, about how the organisation would innovate to ensure continued survival of its brand led to the organisation's downfall. The authors highlighted that due to these disagreements, the team negated their role to drive innovation.

In addition to being a driver of innovation, another role of a leader is to sponsor and foster the emergence of ideas (Bel, 2010). Since leaders are able to influence the introduction of ideas, set definite goals and generate a culture for innovation, Bel (2010); Hemlin and Olsson (2011) and Castro et al. (2012) therefore suggested that there is a relationship between the leadership of an organisation and innovation.

In an article that was based on longitudinal studies through the facilitation of innovation management training to an extensive array of organisations, Soken and Barnes (2014) stressed the importance of a supportive leader in building an innovative environment. The authors showed that a leader is not necessarily the person that comes up with the ideas behind an innovation. However, a leader is required to enthusiastically identify and foster feasible

ideas from the range of concepts proposed by their followers. A leader then envisions the path that cultivates those ideas to becoming a reality. It is thus apparent that for an organisation to be innovative, the workforce must be innovative. A leader that can inspire creativity among followers is therefore vital.

In the absence of a leader that inspires innovation, organisations are bound to fail. This makes it important for organisations to groom leaders who are able to steer workforces towards innovation (Eiriz et al., 2013; Soken & Barnes, 2014). In a study of how executives should develop in a changing world, Montana, Petit and McKenna (2014) supported the training of inspirational leaders in organisations. The authors suggested that future leaders must have skills to inspire innovation and change in their followers and that leaders must be prepared to teach employees to be creative. Popović et al. (2014) identified charisma as an appropriate leadership attribute that can be used to inspire innovation. This is because a charismatic leader is capable of influencing their followers into accepting and acting on the leader's vision (Lee, W., Chen & Lee, C., 2015). In support of this, successes at Uber as well as organisations such as Apple, Google, Microsoft, and Virgin which top the ranks for being the most innovative were attributed to their charismatic leaders (Bel, 2010). The relationship between perceived leader charisma and follower innovation was however not authentically confirmed.

Considering the successes in innovative organisations that have been attributed to charismatic leaders and given that the workforce of an organisation is the one that comes up with innovative ideas (Bel, 2010), it is thus important to understand the nature of the relationship between the two variables which are perceived charismatic leadership and follower innovation.

1.3 Research problem and objectives

The need for leaders that can inspire innovation necessitates this study. The dramatic changes due to rapid technological developments and global competition across continents demand increased innovations in organisations (Khanna & Kumar, 2011). It is essential to continuously innovate in order to improve or produce greater value in organisations (Allman et al., 2012). When an organisation does not have a leader that inspires followers to innovate, it is bound to become uncompetitive and unsustainable. Organisations thus require leaders that can inspire innovation. As a result, charismatic leaders have been proposed as individuals that can revolutionize followers to be innovative thus suggesting a relationship between charismatic leaders and follower innovation (Popović et al., 2014). Further investigation was however required in terms of the mechanisms and nature of this relationship.

Despite the main characteristic of charismatic leaders being their ability to inspire followers,

charismatic leaders exude varying behaviours (Sosik, Chun & Zhu, 2014). The authors revealed that charismatic leaders whose behaviours are perceived as positive come up with visions that are beneficial to their followers. They contrasted these leader behaviours with charismatic leaders whose behaviours are perceived as negative as their visions usually are self-aggrandizing. When relationships between perceived charismatic leaders and follower outcomes were assessed, most researchers observed varying results between leaders with positive behaviours and those with negative behaviours (Sosik et al., 2011). For this reason, this study sought to separately understand the nature of the relationships between perceived positive charismatic leader behaviours and perceived negative charismatic leader behaviours with follower innovation. This was aimed at facilitating a more insightful understanding of the nature of the relationship between perceived leader charisma and follower innovation.

To foster follower innovation, a leader is required to be aware of the ideas that their followers have through amenably communicating with them. It is consequently required for followers to have an ability to openly express their thoughts to their leader and this is termed employee voice (Wallace, Butts, Johnson, Stevens & Smith, 2016). In order to understand the mechanisms and nature of the relationship between perceived leader charisma and follower innovation, employee voice was assessed as a moderating variable to this relationship.

The research question in this proposed study was thus “what is the nature of the relationship between perceived leader charisma and follower innovation?” To enable answering of the research question and in light of the above discussions, the research aimed to understand the following:

- Whether there is a relationship between perceived leader charisma and follower innovation.
- If there is a positive relationship between perceived positive charismatic leader behaviours and follower innovation
- If there is a negative relationship between perceived negative charismatic leader behaviours and follower innovation.
- If all these relationships are moderated by employee voice.

By understanding these relationships, the research aimed to advise organisations that have high innovation ambitions whether they should be grooming charismatic leaders or not. The research is also of great interest to future leaders who aspire to successfully lead innovative organisations. This study thus aimed to add to the growing body of knowledge of charismatic leadership.

1.4 Research relevance and motivation

This research was designed to empirically understand the nature of the relationship between perceived charismatic leadership and follower innovation. The relationship is of particular relevance to most organisations as their survival lies at the core of innovation. Al-askari (2011) related how organisations in the present decade are at war to be the most innovative in the industries that they operate in. An understanding of the relationship could thus highlight ways to inspire follower innovation, making this research relevant.

Although innovation and organisational performance is not necessarily always directly related, Eiriz et al. (2013) highlighted that as organisations become more innovative, there is potential to impact business performance through improved profitability, competitiveness and market share increases. As a result, the research findings for this study are of interest to organisations.

Moreover, understanding this relationship signals to organisations whether they should be grooming charismatic leaders. As organisations begin to understand the relationship between leader charisma and follower innovation, an opportunity exists for driving innovation. Leaders also begin to apply appropriate leadership styles that will foster innovation.

Although a study by Antonakis, Fenley and Liechti (2011) was limited in terms of identifying specific mechanisms by which individuals can be trained to be leaders, the study confirmed that charisma can be taught. As such, insight into the research question can motivate for charisma to be taught in business and in business schools. Research that is related to social learning theory also suggested that modelling leaders that are motivational to followers is critical for subsequent innovation (Tu & Lu, 2013; Riivari & Lämsä, 2014; Gu, Tang & Jiang, 2015). An answer to the research question was thus expected to indicate a leadership style that can be emulated in order to ensure continued innovation. This made the topic relevant to both business and academic settings.

In relation to academic settings, existing literature examined perceived leader charisma and follower innovation separately. The two constructs nonetheless have not been studied together to determine how they are related despite the relevance and importance of this relationship. Proposals were made by Bel (2010) and Popović et al. (2014) that perceived leader charisma could be related to follower innovation. Findings from this research were thus expected to confirm or contradict these proposals. A confirmation of the proposals would thus support existing literature and complete the current knowledge gap relating to the relationship between perceived leader charisma and follower innovation.

In addition to this, since organisations are permanently in a constant struggle to remain sustainable, the research topic is pertinent as leadership is believed to aid in ensuring organisational sustainability (Keskes, 2014; Beenen, 2016). With higher levels of disruptive changes and uncertainty, a paradigm shift occurred resulting in an increased focus on inspirational leadership styles such as charismatic leadership. Charismatic leadership has therefore recently been noted as one of the important themes in academic research thus signalling the relevance of the research topic (Huang & Kao, 2014).

As far back as 1978, Max Weber laid the foundation of charismatic leadership theory (Weber, 1978). Since then, Wilderom, van den Berg and Wiersma (2012); Keskes (2014); Horn, Mathis, Robinson and Randle (2015); Godkin (2015) have built on Weber's theory to note the positive effects of charismatic leadership on employee engagement, citizenship and commitment. The research on charismatic leadership continues and each year has added another empirical evidence dimension to this leadership style (Tal & Gordon, 2015). Further findings from de Vries, Pathak and Paquin (2011) showed that charismatic leadership is generally related to positive team outcomes and performance. The research leading to these findings however did not measure the specific outcomes or performance as follower innovation but rather broadly focused on outcomes and performance.

More recently, researchers have investigated the relationship between charismatic leadership and followers' affective and normative commitment with the aim to find ways to improve worker loyalty to organisations (Gebert, Heinitz & Buengeler, 2016). Although these studies have in some way analysed the relationship between leader charisma and aspects of follower behavioural outcomes which could impact innovation, limited insight into the direct relationship of this leadership style and follower innovation was provided. Castro et al. (2012) identified the importance of leadership as highlighted above, in addition they pointed out that there is little empirical evidence to support how charismatic leadership and innovation are related and that the relationship is an understudied topic.

This research thus recognized than an extensive body of work has been generated on charismatic leadership and different outcomes, yet none of these outcomes was specifically follower innovation. This research thus unpacked charismatic leadership as a specific perceived leadership style and follower innovation as a specific outcome which unbundled blanket researches done on leadership and performance outcomes.

Examples of blanket researches on leadership styles and their relationship with follower innovation are from scholars such as Cheung and Wong (2011); Hammond, Neff, Farr, Schwall and Zhao (2011); Rosing, Frese and Bausch (2011); Eisenbeiß and Boerner (2013); Vessey, Barrett, Mumford, Johnson and Litwiller (2014); Li, Zhao and Begley (2015) who noted

significant relationships between transformational leadership and follower innovation in organisations. Transformational leadership refers to moral, visionary, and influential actions that inspire followers to expand their horizons. The followers then desire to change, look beyond self-interest and work together with their teams for a collective purpose (Wang & Howell, 2012). Though both charismatic and transformational leadership theories are mainly about inspiration and change, not all transformational leaders are charismatic (Judge, Fluegge Woolf, Hurst, & Livingston, 2006).

Although the above mentioned scholars noted relationships between transformational leadership and follower innovation, their studies yielded inconsistent results regarding the nature of these relationships. In addition, the meta-analytic findings from these studies showed a high variation in the relationship between transformational leadership and follower innovation. In particular, Li et al. (2015) showed that transformational leaders make their followers feel safe and as result they become more open to suggest ways that the organisation could be improved. The authors thus found that there is a positive relationship between transformational leadership and follower innovation. By contrast, Eisenbeiß and Boerner (2013) suggested that the transformational style of leadership promotes follower dependency which reduced their ability to innovate. These authors thus found a negative relationship between transformational leadership and follower innovation. Findings from Wang and Rode (2010) which employed a multi-level linear modelling to analyse results from a sample of 212 employees who had been identified from 55 organisations, however showed a completely divergent view. The study indicated that transformational leadership was not significantly related to follower innovation.

The inconclusive findings shown for the relationship between transformational leadership and follower innovation, further necessitated this study which was seeking to unbundle the charismatic element that some transformational leaders possess. Previous studies had consolidated charismatic leadership with transformational leadership concealing the rich vein of knowledge that could be gained by looking at an element of transformational leadership which is charisma and its impact on follower innovation. This study was thus more focused and this was anticipated to provide more conclusive results. Findings from this research were also expected to be more refined thus produce more accurate findings.

1.5 Research scope

The participants for this research were selected from the technology industry in South Africa. The technology industry was believed to be innovative and participants in South Africa were more accessible to the researcher. The insights gained from the research are however useful and applicable to organisations that are outside of South Africa that aspire for followers to be

innovative. Literature on leader charisma, charismatic leader behaviours, innovation and employee voice was pertinent in formulating the observable questions that were used as part of the data gathering process.

1.6 Structure of the research

The structure of the study that was used to enable answering of the research question is set out as follows:

- Chapter two: establishes an argument within existing academic literate to demonstrate the need for the research.
- Chapter three: outlines the hypotheses for the study that were built up from the research aims and the literature.
- Chapter four: explains and defends the research methodology that was employed for the study.
- Chapter five: presents the results and analysis of the collected data using the research methodology that is highlighted in chapter four.
- Chapter six: deliberates the results that are presented in chapter five in relation to the academic literature that was discussed in earlier chapters one, two and three.
- Chapter seven: presents the principal findings of the research, implications of these findings to stakeholders, limitations of the research and suggestions for future research.

2 LITERATURE REVIEW

2.1 Introduction

The purpose of this research is to understand the nature of the relationship between perceived leader charisma and follower innovation. This chapter thus provides an overview of the academic literature that was pertinent in building up the need for the research. The chapter is structured in such a way as to provide context around each construct that gives insight required to evaluate the outcomes of this research. Salient assertions from existing literature that assist in understanding the concepts of follower innovation and perceived leader charisma were therefore reviewed. As part of this process, arguments were made to show how vital follower innovation is in organisations. The literature review on innovation was then constructed to show why understanding of the relationship between perceived leader charisma and follower innovation is vital.

The chapter also explored prevailing theories of leadership styles that have been deemed to have varying relationships with follower innovation. Charismatic leadership was then contrasted with these leadership styles and the position of charisma in the field of leadership was highlighted. As part of the literature review that pertains to charismatic leadership, attention was drawn to some fundamental issues with the existing understanding of the leadership style. In spite of these issues, the literature review still supported that charisma is essential in leaders. Based on Jacquart and Antonakis (2015) who pointed out that whether a leader is viewed as charismatic is dependent on how their followers view them, motivation for narrowing the measure of charisma to perceived charisma was justified.

This chapter also attempted to outline how charismatic leaders behave. Due to these behaviours, a distinction was made between perceived positive and perceived negative charismatic leaders. This research therefore attempted to apply these behaviours in understanding the relationship between perceived leader charisma and follower innovation.

The concept of employee voice, which is a common theme in literature that relates to leadership styles and follower innovation was discussed. Insights were extracted from this existing literature in order to illustrate how employee voice could moderate the relationship between perceived leader charisma and follower innovation. Based on the literature, this moderation remained unclear. The aim of this study was to therefore understand how employee voice could moderate the relationship between perceived leader charisma and follower innovation.

It must be noted that while a vast body of knowledge exists surrounding the constructs that are pertinent to this research, the relationships between these constructs are not well understood. The final section of this chapter therefore reiterated the need for the research and concluding remarks based on the literature review were made.

2.2 Innovation as a theory

Innovation in teams as part of a successful corporate strategy has been widely referred to in academic literature. The reason for this is that majority of corporate failures in the present decade have been blamed on the inability of the teams in those organisations to innovate (Leoncini, 2016). Consequently, successes in some organisations have been attributed to the innovation capabilities of their teams (Storey, Cankurtaran, Papastathopoulou & Hultink, 2016). Scholars have therefore emphasised the need for businesses to develop a meticulous understanding of the nonobvious problems that will need to be solved in the future which will lead to novelties or improvements (Petrick & Martinelli, 2012).

Innovation and creativity as concepts have often been applied interchangeably in literature. However, Hammond, Neff, Farr, Schwall and Zhao (2011) disagreed with this and argued that there are definitional differences between these two concepts. The authors suggested that creativity is the process of coming up with ideas, and innovation is the implementation of the ideas that would have been assessed as viable. Innovation is further defined as an outcome from translating an idea or invention into a new product, process, or service that provides value to the organisation and is potentially attractive to a market (Bel, 2010; Denti & Hemlin, 2012). The definition was intensified by Nusair, Abaneh and Bae (2012) who viewed innovation as development and implementation of new ideas, methods, and procedures in order to achieve organisational goals effectively.

Insights from Nimrod (2016) serve as a reminder that innovation is not just about novelty. The author acknowledged that innovation can be in the form of new inventions, but they also related how innovation can be aimed at preserving the status quo. This is usually the case with vintage brands such as whiskeys, whose value emanates from finding ways to preserve the same taste without the need to venture into regularly changing product offerings (Rarick & Mich, 2015). Eiriz et al. (2013) concur with this and also categorize innovation in terms of its degree of novelty, classifying the most original forms of innovation as radical and disruptive.

The identification of innovation for purposes of this study incorporated the above definitions from Bel (2010); Denti and Hemlin (2012); Nusair et al. (2012); Eiriz et al. (2013); Nimrod (2016). This study also viewed creativity and innovation as interdependence, as such, these

two concepts were treated as synonymous. This is consistent with Denti and Hemlin (2012) who contradicted Hammond at al. (2011) by noting that creativity and innovation cannot be separated. Denti and Hemlin (2012) added that leaders are required to facilitate creativity which in turn leads to innovation. It therefore makes sense to incorporate literature on follower creativity in understanding follower innovation.

2.2.1 The importance of innovation

The importance of innovation was noted by scholars who expressed that longevity, sustainability and viability in businesses is achieved by continuous efforts to develop and implement new ideas (Günzel & Holm, 2013; Petrache, 2015; Taneja, Pryor, & Hayek, 2016; Hon & Lui, 2016). The scholars advised leaders in business to treat innovation as an integral component of their strategic plans in order to remain competitive. In addition, they showed that innovation helps organisations to adapt as well as to respond to environmental and technological changes. Innovation was furthermore noted for its contributions to rapid economic growth, technological advancements, value creation, improved quality of living and job creation (Zaušková, Bobovnický & Madlenák, 2013; Diaconu, 2014; Dovleac, 2014). After noting the importance of innovation, Taneja et al. (2016) urged leaders in business to proactively manage the innovation capabilities of their teams.

In order to stress the fact that management of innovation should not be left to chance, Epstein, Kaminaka, Phan and Uda (2013) relate how General Motors lost its market share to aggressive, innovative companies in the 1980s leading to its bankruptcy in the 1990s. After on boarding Ed Whitacre as the organisation's leadership in 2009, who set the pace for innovation, he managed to turn the organisation around and regain General Motors' market position in the motor industry. From General Motors learning and literature on the significance of innovation, it can be concluded that innovation is important, making this research study relevant.

The importance of innovation was exasperated by globalization which shut out businesses that had not continuously adjusted their business plans for novelties or improvements. Examples of organisations that lost their edge due to a failure to continuously innovate in a global industry are Blockbuster, Dell, Eastman Kodak, Motorola and Toys "R" Us (Newbery-Mitchell & Wootton, 2013; Tsay, 2013; Thomas, 2014; Chiu, Chung & Yang, 2016; Shih, 2016). Researchers from multiple disciplines therefore attempted to suggest ways that innovation can be driven. The following section highlights some of this literature. The section also highlights how the relationship of leadership and innovation compares with the relationships of innovation and other suggested innovation drivers.

2.2.2 Ways of driving innovation

The subject of innovation is an important factor that contributes to both growth and organisational longevity. Researches have therefore endeavoured to find ways to improve innovation in workplaces.

Jafari, Suppiah and Ramalingam (2015) found that managing the knowledge of an organisation in a systematized manner plays a vital role in supporting employees to be innovative. The authors noted that access to existing knowledge serves as an antecedent for ideation and when knowledge is readily available, employees are motivated to innovate. For this reason, technology companies such as Google have invested in knowledge libraries that are housed within the organisation's workforce systems (Shoham, 2016). Almost similar to this, Palacios-Marqués, Merigó & Soto-Acosta (2015) found that there is a statistically significant positive relationship between online social networks and innovation capacity. The authors discussed the importance of online social networks in developing competences due to workers having wider access to business intelligence and industry knowledge from peers that perform similar work functions as them.

Xerri and Brunetto (2011) also identified that problem solving in groups is often easier when one works with teams that they know well and when there has been prior interaction with group members in a social setting. As a result, the authors suggested that workplace social networks in organisations can successfully increase the level of worker innovation. The likelihood of an employee to feel more involved in a task increases when working with a group that they are familiar with. For this reason, Martin and Omrani (2015) also found that task involvement is positively related to innovation. Their study showed that when employees are more involved in a task, they are motivated to put in extra effort to be innovative.

McDonald (2007) focused on new employees as a source of new ideas in organisations. The author stressed the importance of adequately orienting new joiners thus enabling them to quickly share their ideas. On the other hand, Zwick (2011) suggested that firms pay higher wages to more senior staff as they are more innovative. Whilst it can be argued that the innovation ambition of senior staff is not a function of their seniority but is rather due to their higher wages which motivate them to innovate, Sergeeva (2014) opposes both arguments. The author thus noted that intrinsic incentives, information and inquisitiveness are more important innovation drivers than job levels or any financial rewards.

Whilst all these factors have been found or suggested to drive innovation, leadership styles of individuals that manage employees that are responsible for innovating are regarded as the most important and influential drivers of innovation (Volmer, Spurk & Niessen, 2012; Ilsever,

J., & Ilsever, O., 2016). There however was no consensus on the specific leadership style that drives innovation the most. This research thus aimed to understand the nature of the relationship between perceived leader charisma and follower motivation therefore targeting to add to the body of knowledge that links leadership to innovation.

2.2.3 Follower innovation

The drivers of innovation that were suggested in the preceding section evidence that organisational innovation is centred on workforces being innovate. For example, Jafari et al. (2015)'s suggestions were positioned to support employees to be innovative. Additionally, in the case of General Motors, whilst the turnaround of the organisation was credited to Ed Whitacre, Kaminaka et al. (2013) further highlighted that Ed Whitacre begun his turnaround journey by directing his followers to challenge themselves towards identify trends that could be used to improve the organisation. Being the ones that essentially innovate, workers thus play a key role in generating and developing ideas (Soken & Barnes, 2014).

As workers are the ones that fundamentally innovate, organisations are confronted with a challenge of obtaining the best out of their personnel. Topcic, Baum and Kabst (2016) however noted that job stresses on workers have increased. A need thus arose for leaders to build innovative environments amidst all other work pressures. Leaders that are capable of inspiring their followers to be innovative are therefore vital. For this reason, this research aimed to understand the relationship between leader charisma and follower innovation with the aim of adding to the body of literature that links leadership specifically to follower innovation.

2.3 The evolution of leadership theories

The importance of follower innovation in organisations has been highlighted, but leaders are still required to drive followers into being innovative as indicated by Hemlin and Olsson (2011); Castro et al. (2012); Volmer et al. (2012). This is because leaders have an enormous influence on organisational outcomes through the way that they behave towards followers (Suk Bong, Thi Bich Hanh & Byung, 2015). Organisations have thus for many years been interested in identifying leadership behaviours that were most effective in influencing positive team outcomes (Beenen, 2016). This was followed by the development of a vast body of literature in the fields of organisational and leadership behaviour that were devoted to understanding different leadership styles (Meuser, Gardner, Dinh, Hu, Liden & Lord, 2016). The theories that were used in this research to analyse leadership were therefore mainly from the fields of organisational and leadership behaviour.

As much as leadership has been one of the most investigated topics within the field of

organisational studies, it is still difficult to comprehend (Zopiatis & Constanti, 2010; Landis, Hill & Harvey, 2014). Initial theories of leadership reported leaders as having unique traits such as intelligence or energy (Colbert, Judge, Choi & Wang, 2012). Since then, several theories which identified leadership in terms of behaviour, power, situations and position then emerged (Blickle, Kane-Frieder, Oerder, Wihler, von Below, Schütte & Ferris, 2013). As organisations evolved, the focus on new leader theories further shifted to paying more attention on the relationship between leaders and their followers (Boykins, Campbell, Moore & Nayyar, 2013). As such, researchers started to examine leaders that exuded charismatic, transformational, servant, ethical, authentic and transactional behaviours due to the perceived influence that they have on their followers (Landis et al., 2014). Even more recently, charismatic leadership has emerged as the most influential style on followers (von Hippel, Ronay, Baker, Kjelsaas & Murphy, 2016). As such, recent research has started to critically investigate this leader style.

Scholars have examined charismatic leaders together with outcomes that are linked to this leadership style such as employee engagement, performance, motivation and commitment (Wilderom et al., 2012; Keskes, 2014; Horn et al., 2015; Godkin, 2015). The majority of these researchers found positive relationships between perceived leader charisma and these outcomes. However, the relationship between perceived leader charisma and follower innovation was not examined despite its relevance. This research thus aimed to contribute to the existing body of literature that relates to charismatic leadership by understanding how the leadership style is related to follower innovation.

2.3.1 Leadership and innovation

In recent years there has also been a noticeable increase in the study of the influence of different leadership styles on innovation, and the effects of this relationship on organisational performance (Ehrlich, 2015; George, 2015; Kang, Solomon & Choi, 2015). This was because researchers realized that innovation ambition begins with leaders that have a level of intellect and instinct to inspire employees to be innovative. Furthermore, the fast changing and extremely competitive business environment led to collaborative innovations between leaders and their followers. Therefore, there were calls for more research to be conducted on how leaders could promote follower innovation (Baškarada, Watson & Cromarty, 2016). As such, a vast body of research has been building up on leadership and follower innovation relationships.

Researchers such as Khalili (2016) conducted a study on the relationship between leader emotional intelligence and follower innovation. Results from the research showed a positive relationship between the two constructs. Pundt (2015) also found a positive relationship between leaders that were considered as humorous and their ability to inspire innovation. In

addition, Piansoongnern (2016) performed a study on how Thai employees perceived their Chinese superiors and how these perceptions affected their level of innovation. Findings from the study showed that Chinese leaders were perceived as dictators who did not trust nor respect their employees, as a result, innovative work behaviour was not exercised. Roussin (2015) even implied that leader and follower relationships become more important when the workforce comprises of elderly individuals that are required to be innovative. The author suggested that elderly individuals are more cynical and are less likely to embrace novelties or improvements. As such they require influential leaders to convince them to innovate.

These studies all showed that researchers have been interested in the relationships between leaders and follower innovation. Yet studies that examined the relationship between perceived leader charisma and follower innovation were not considered despite the potential benefits of understanding this relationship. The results on the existing studies which show relationships of leadership behaviours and follower innovation however assisted in building up the scope for this research.

Leadership styles such as transformational, ethical and authentic leadership in promoting follower innovation were examined by Gumusluoglu and Ilsev (2009); Ma, Cheng, Ribbens and Zhou (2013); Rego, Sousa, Marques and e Cunha (2014). From these studies, suggestions relating to the positive effects of these styles of leadership on innovation were made. The wide-ranging definitions of the leadership styles however made it difficult to understand the specific aspects of the styles that led them to having positive relationships with follower innovation. The discussions on the findings were thus unclear and contradictory as also noted by Vessey, Barrett, Mumford, Johnson and Litwiller (2014).

Similar to the observations in chapter one, where heterogeneous relationships were noted between transformational leadership and follower innovation, Rosing, Frese and Bausch (2011) were concerned by the varying views of researchers who studied the relationships between leadership styles and follower innovation. Rosing et al. (2011) explained that existing literature on leadership styles and innovation showed inconsistent views due to the leadership styles that were analysed being too broad. For example, the five factor model on ethical leaders showed that ethical leaders can be agreeable, honest, humble, extroverted, and conscientious but yet also use rewards and punishment to enforce follower compliance (Pohling, Bzdok, Eigenstetter, Stumpf & Strobel, 2016). Rosing et al. (2011) thus noted that different behaviours of ethical leaders could lead to varied results when relationships that involved the leadership style were assessed. Results could even be distorted by ethical leaders that strongly portrayed a certain behaviour that characterized another leadership style.

Haynes, Hitt and Campbell (2015) also noted that not all outcomes specific to a leadership

style are positive. This is because the varying attributes of each leadership style can either foster or hinder positive outcomes from followers. For these reasons, this research was targeted at understanding the specific perceived behaviours of charismatic leaders. As part of the research objectives, the relationships between positive charismatic leader behaviours as well as negative charismatic leader behaviours with follower innovation were thus assessed.

Rosing et al. (2011) also noted that where different authors identified similar relationships between leadership styles and follower innovation, the degree of the relationships varied. Rosing et al. (2011) were thus motivated to carry out their own study where they examined the nature of the relationships between new leader theories such as transformational, servant, ethical, authentic and transactional leadership with follower innovation. The relationship between perceived leader charisma and follower innovation were however not examined.

None the less, the key findings of the research showed that there was no relationship between transactional leadership and follower innovation. This was despite the fact that Dayan, Di Benedetto and Colak (2009) had found a positive correlation between the same leader style and follower innovation. Rosing et al. (2011) explained that transactional leadership discourages trying out of new ideas thus depressing follower innovation. This is because transactional leadership creates a reward-based relationship with followers by clarifying goals, compensating an achievement of goals, and by getting involved only when necessary (Tyssen, Wald & Spieth, 2014). Rosing et al. (2011) concluded on this relationship by stating that they agreed with Erkutlu (2008) who had argued that transactional leaders are less proactive and effective in driving innovation and that they disagreed with Dayan et al. (2009). For purposes of this research, this leadership style was not further considered in building up the scope of the study.

Rosing et al. (2011) observed positive correlations between authentic, ethical and transformational leadership styles with follower innovation. The sub sections below briefly define these leadership styles. The section also discusses how these leader styles are related to charismatic leadership.

2.3.1.1 Authentic leadership and innovation

Findings from Rosing et al. (2011) which suggested a positive correlation between authentic leadership and follower innovation were supported by Zhou, Cheng and Xia (2014) who also observed the same positive relationship.

Authentic leaders possess self-awareness and have a deep cognizance of other people's values, moral ideals, expertise and strengths. This assists authentic leaders to be more

familiar with the environments that they operate in (Rego, et al., 2014). Authentic leaders are self-assured, optimistic, irrepressible and highly moral. Even though authentic leaders have at times been viewed as counterproductive with an inability to instil accountability in followers, their openness, transparency, concern for others and consistency which are at the core of their character help them to be adaptive (Neider & Schriesheim, 2011; Hsiung, 2012; Men, 2014). When authentic leaders adapt to an environment, this helps them to come up with ways to develop their followers to be innovative.

Authentic leaders are motivated by positive end values and maintaining of these values could be used by the leaders to promote intrinsic innovation among followers (Gardner, Cogliser, Davis, & Dickens, 2011). Followers of authentic leaders usually feel supported and thus revere their leaders (Gardner et al., 2011). The social support theory and social learning theory assert that when people know that they have support of their leaders and they view their leaders as role models, they are able to exceed their targets (Hinojosa, Davis McCauley, Randolph-Seng, & Gardner, 2014).

As a root construct, authentic leadership is considered an individual style that is characteristic to a leader, intensifying segmented styles like charismatic leadership (Rego et al., 2012). Charismatic leaders however possess other attributes which are quite different to authentic leaders, such as a strong sense of vision, high energy and high risk orientation (Jacquart & Antonakis, 2015). It is however possible that a charismatic leader could be incorrectly classified as an authentic leader because they also possess authentic attributes. For this reason, literature which relates to authentic leadership and follower innovation was reviewed in order to build the scope of this research. It was important that the measurement of charismatic leaders was not confused with that of authentic leaders.

2.3.1.2 Ethical Leadership and innovation

Ethical leadership is one of the new leader theories that emerged. Together with charismatic, transformational, servant, ethical, authentic and transactional leadership, the styles were believed to reflect the way that leaders relate with their followers. Ethical leaders are mainly identified by their moral behaviour which they attempt to transfer to their followers through mechanisms of social learning (Walumbwa, Morrison and Christensen, 2012). The belief behind this leadership style is that followers are influenced to behave ethically by the high moral standards that their leaders exhibit (Li, Xu, Tu, & Lu, 2014). This leadership style has mostly been appreciated when interactions within teams require trust, equity and empowerment (Hoyt, Price & Poatsy, 2013).

The moral and trustworthy character of ethical leaders encourages followers to freely voice

their opinions and to make suggestions without the fear of being victimized (Hoty et al., 2013; Lam, Loi, Chan & Liu, 2016). As followers air their views, they express original viewpoints and this is believed to drive innovation. Using a three-phase data resource with different levels from various sources, Rego et al. (2012) thus reflected that there is a positive relationship between perceptions of ethical leaders and follower innovation. This was consistent with findings from Rosing et al. (2011).

In a counter argument, Gino and Ariely (2012) confirmed the importance of innovation, they however argued that creativity and innovation increases dishonesty. The authors argued that innovative mind-sets promoted one's ability to justify their conduct with ease. As a result, innovative minds are less likely to fear the consequences of behaving unethically. Their studies showed that participants with imaginative personalities had a tendency to cheat more when compared to those individuals that are less creative. The authors hence questioned the relationship between ethical leaders and innovation. They argued that only uncreative individuals could be influenced by ethical leaders.

Leaders of religious organisations are perceived to be both ethical and charismatic. When ethical leaders were contrasted with charismatic leaders, Sosik et al. (2011) established that charisma itself is impartial to matters of ethics. Whether charismatic leaders behaved in positive or negative ways depended in part on their personalities. This therefore formed the basis of understanding the relationships between perceived positive charismatic leaders and perceived negative charisma leaders. In an investigation that was targeted at top ranking leaders, Sosik et al. (2011) stated that majority of charismatic leaders scored lowest in relation to their morality. The authors then allayed that the ethics of charismatic leaders is a topic for future research.

2.3.1.3 Transformational leadership and innovation

Transformational leadership is a style that has mostly been associated with charismatic leadership. This is because there are some behaviours that can be found in both leader styles (van Knippenberg & Sitkin, 2013). Although the relationship between leader charisma and follower innovation is an under studied topic as previously noted, researchers have tried to understand the relationship between transformational leadership and follower innovation (Sadeghi & Pihie, 2012; Chen, Lin, C. Y. Y., Lin & McDonough, 2012; Eisenbeiß & Boerner 2013; Prasad & Junni, 2016). These researchers found that depending on the environment and situation, transformational leadership was positively related to follower innovation. The findings implied that there are circumstances when the leadership style was not effective in driving follower innovation.

Authors such as Díaz-Sáenz (2011) claimed that transformational leadership is the most significant style of leadership. This was motivated by the fact that the style encompasses emotions and values of followers. This was believed to generate commitment from subordinates who in turn become innovative (Yukl 2013). As with ethical leaders, follower innovation in environments led by transformational leaders was also found to be higher as followers trusted their leaders (Ismail, Mohamad, M. H., Mohamed, Rafiuddin & Zhen, 2010).

Another view was that transformational leaders enable followers to succeed. This was achieved by giving followers the information and resources to perform their work thus increasing innovation (DuBrin, 2012). Qu, Janssen and Shi (2015) found that transformational leaders are good at setting their innovation expectations with their followers. As a result, when high innovation expectations are set by the leader, transformational leadership is positively related to follower innovation. From these views, it became apparent that the reason for success of transformational leaders is not yet adequately known. It was also evident that the definition of transformational leadership is too broad which led to the varying views in explaining relationships between the leadership style and follower innovation.

Despite the positive relationships between transformational leadership and follower innovation that were noted by the above researchers, Brumback (2015) argued that the leadership style has the negative effect of giving too much power to leaders. The author further highlighted that when leaders have too much power, it makes them use coercive control mechanisms on followers which potentially hampers innovation. That argument shows a similar thought pattern to that of Eisenbeiß and Boerner (2013) who suggested that transformational leaders promoted follower dependency which reduced their ability to innovate as identified in chapter one of this research.

As also highlighted in chapter one of this research, the reason why the relationships between transformational leaders and innovation vary between researchers could be because some transformational leaders have charismatic qualities and others do not Antonakis (2012). This further necessitated the need to narrow down research to show the relationship between leader charisma and follower innovation.

2.3.1.4 Transformational leadership style compared to charismatic leadership styles

In order to distinguish between transformational and charismatic leadership, Antonakis (2012) suggested that charisma is a subcomponent of transformational leadership. Transformational leadership theory focuses on how leaders and followers interact and influence one another. The style of leadership has therefore been categorized as part of relational leadership theories (Cunliffe & Eriksen, 2011). On the other hand, charismatic leadership is more focused on the

specific qualities and personalities of a leader that captivate their followers. This leadership style does not relate to any job level, position or formal authority and hence falls under influence theories (Kaiser, Lindberg Mcginnis & Overfield, 2012). Due to the fact that charismatic leadership is a sub-component of transformational leadership, this research thus aimed to study the sub component and the nature of its relationship with follower innovation.

The differences between transformational and charismatic leadership styles are further summarized below;

- Transformational leader behaviours are aimed at addressing the needs of their followers as well as their own in the context of collective change. They therefore serve as an independent force in articulating the necessity for change to followers. When a leader possesses a charming and attractive personality that enables them to convincingly communicate their vision that is termed charismatic leadership (Lang, 1991).
- Charismatic leaders articulate their visions well, take personal risk, are sensitive to follower needs and their behaviour can be unconventional. Transformational leaders are attentive to the concerns and developmental needs of individual followers and they use these to effect change (Lang, 1991).
- Both charismatic and transformational leadership theories are about change, but not all transformational leaders are charismatic (Lang, 1991).
- Charismatic leadership follows the attribution theory in that followers form opinions of leadership capabilities when they notice certain behaviours in their leader. Transformational leaders are recognized when they transform organisations (Lang, 1991).
- Charismatic leaders tend to have a more activist mind-set and greater sensitivity to differing cultures and political environments (Lang, 1991).
- Transformational leaders get promoted, while charismatic leaders emerge in times of crisis (Lang, 1991).
- Charismatic leaders sometimes face greater opposition (Lang, 1991).

In addition to these differences, Yukl (1998) suggested that an essential difference that exists between charismatic and transformational leadership is because the later appear to empower and uplift followers thus encouraging them to voice their opinions, whereas a sizeable amount of charismatic leaders pursue to keep followers weak and dependent. This is further discussed in greater detail in following sections of this chapter.

At this point, it is important to recall that the literature review so far has contrasted views of

the definition of innovation by different scholars. Based on these views, the measure of innovation for purposes of this study was decided on. The relevance of innovation in organisations and in academic literature were also discussed. It was therefore evident that innovation as a construct is important due to its potential influence on business sustainability. Researchers thus attempted to recommend ways that innovation can be driven in organisational teams. Of all the recommended ways of driving innovation, it was evident that leaders are key drivers and sponsors of innovation in their teams (Volmer et al., 2012; Ilsever, J., & Ilsever, O., 2016). There however was no leadership style that stood out as a consistent driver of innovation.

It also became evident that as much as leaders are required to set the tone and direction for innovation in organisations, the actual generation and implementation of ideas is achieved through the followers of the leaders. For this reason, this study was more focused on innovation in the context of follower innovation.

In order to understand the reasons why there has been no consistent leadership style that has been identified as a driver of follower innovation, the literature review provided the background and evolution of leadership theories. This background provided an understanding of how new leader theories which are more focused on relationships between leaders and followers became important. Such new leader theories include charisma as a leadership style. The literature review also attempted to understand existing studies that have been done on leadership and innovation. The aim of this was to assist in building a scope for this research based on how other researchers have studied leadership and innovation. Limitations in these studies were noted in order to address those limitations when conducting this study.

It was noted that the reason why the findings from different researchers varied in nature and in degree of relationships between leadership styles and follower innovation was mainly because the definitions of the styles that were under review were too broad. This further necessitated this research which was aimed to study charisma as a specific element which could be present in other leadership styles. It is therefore possible that when studies of other leadership styles yielded results that showed positive relationships with follower innovation, the leaders under review might have been charismatic. When other researchers yielded results that showed negative relationships with follower innovation, the leaders under review might not have been charismatic. For this reason, this research was thus relevant and important in that it unbundled this element of charisma in leaders and aimed to understand how it is related with follower innovation.

Literature on other leadership styles was also used to develop an understanding of the theory of charisma. For example, authentic leadership was found to heighten specific aspects of

charismatic leadership, particularly positive charismatic leader behaviours (Rego et al., 2012). Studies on ethical leadership were therefore used to assist in identifying positive charismatic leader behaviours. Literature on transformational leadership was considered in understanding the theory of charismatic leaders due to the similarities in the two styles. This literature was also helpful due to the fact that charisma is still a vague concept even though it has been widely studied. The section that summarized the differences between the two leadership styles was aimed at ensuring that these leadership styles were not treated as synonymous.

The importance of follower innovation and the significance of leaders in driving follower innovation were highlighted. The following section thus presents an argument within academic literature to show the need of understanding the nature of the relationship between perceived leader charisma, as a specific leader style and follower innovation. The section also aims to develop an understanding of perceived leader charisma, perceived positive charismatic leader behaviours and perceived negative charismatic leader behaviours as key constructs for this study.

2.4 Charismatic leadership

The need for a leadership style that can motivate employees to continuously innovate necessitated this study. The study thus aimed to understand the nature of the relationship between perceived leader charisma and follower innovation. The researcher hoped that by understanding this relationship, a leadership style that can drive followers to innovate could be recommended to innovation teams. Despite the fact that charismatic leadership unbundles specific elements of other leadership styles, the choice to study charismatic leadership was influenced by the fact that this style is one of the emerging pillars of the field of new leadership theories (Boykins et al., 2013). The leadership style has been made fundamental by the requisite for organisations to assist their employees to cope with the turbulent and dynamically changing working environments that they operate in. Employees thus require leaders that inspire them to continuously accept new and ever changing business strategies that are required to sustain organisations (Belenzon & Schankerman, 2015).

Tal and Gordon (2015) referred to the vagueness of the concept of charisma and therefore tried to understand the back ground theories of charismatic leadership. The authors highlighted that the term was introduced by Max Webber into the jargon of the social sciences in 1947. Weber (1947) described charisma as the power of an extraordinary individual to revolutionize political authority, not by any position but by using their enigmatic personality. Since then, theories of charisma specified that charismatic leaders can rise in times of crisis and rapid revolution especially when there is anxiety (Lindholm 1990). Antonakis, et al. (2011) further noted that charismatic leaders are viewed as symbolic individuals by their followers

which is driven by the way that these leaders appeal to the emotions and ideologies of their followers. This implied that the leader's source of power is based on inciting passion and beliefs but not on expert or reward power.

Charismatic leaders can offer transformative visions or ideals which exceed the status quo, just like transformational leaders do. According to Nohe, Michaelis, Menges, Zhang and Sonntag (2013), when leaders engaged in change-promoting behaviours, they are more likely to be viewed as charismatic. Their unique abilities are however distinct in the way that they convince followers to accept the course of action because of the followers' implicit confidence in the extraordinary abilities of the leader (Immergut & Kosut, 2014).

Over the years, a voluminous body of research has emerged studying the relationships between charismatic leadership and varying worker and organisational outcomes. In these studies, charismatic leadership was found to improve organisational performance (Cunyat & Melguizo, 2013). This was because the conduct of these leaders influenced working teams to be effective in the ways that they performed their work tasks. The influence of charismatic leaders on their followers was also observed to be positively associated with job satisfaction which was further believed to improve performance (Aarons & Sommerfeld, 2012). As a result, charismatic leadership was thus proposed to be an effective leader style (Hayibor, Agle, Sears, Sonnenfeld & Ward, 2011; Griffith, Connelly, Thiel & Johnson, 2015).

Despite the positive effects of charismatic leaders, Jacquart and Antonakis (2015) argued that too much credit was awarded to charismatic leaders. The authors proposed that when performance signals are clear, the charisma of a leader does not matter. The authors further argued that any leadership style can be effective as long as a leader adequately clarified goals to followers. This argument was however nullified by findings from Rosing et al. (2011); Tyssen et al. (2014) who found that transactional leadership discourages follower innovation. Despite the premise of transactional leaders being set on entering into contractual arrangements with followers which specify goals and use reward systems such as bonuses to motivate followers, this leadership style was still found to be ineffective in driving follower innovation, even when innovation was clarified as a goal (Rosing et al., 2011; Tyssen et al., 2014).

Mohr (2013) as well as Samnani and Singh (2013) also pointed out that charisma does not always lead to positive outcomes especially when leaders that possess this quality influence their followers to execute negative visions. An example of this is when Jim Jones, an American former Christian minister, who had become a communist leader got 918 members of his church to kill themselves in the jungles of Guyana in 1978 (Crist, 1981). It is thus evident that the darker side of charisma comes out when leaders display aroused emotions which leads their followers to behave in an aggressive manner. Mohr (2013); Samnani and Singh (2013)

also brought attention to the fact that charismatic leaders sometimes get carried away with influencing and arousing the emotions of their followers at the expense of clarifying their goals. This is usually the case when charismatic leaders focus on using charm to influence their followers rather than reason. As a result, followers become excited yet they do not have a specific action plan to follow and thus end up behaving in ways that the leader did not intentionally intend. As a result of the potential negative outcomes of charismatic leadership, Rai and Prakash (2016) stated that the problem with the leadership style is charisma itself.

Charismatic leaders have also been criticized for being over confident to the point where they do not see potential dangers that loom within their organisations (Van Zant & Moore, 2013). They also have high confidence levels in their abilities such that they end up feeling that their successes will continue indefinitely. For this reason, successes in organisations that are led by charismatic leaders are expected to be short-lived (Van Zant & Moore, 2013). Menges, Kilduff, Kern and Bruch (2015) also mentioned that followers of charismatic leaders sometimes become so awestruck by the leaders such that they even forget their own values as they follow those of the leader.

While these criticisms of charismatic leaders exist, authors such as Robinson and Topping (2013) maintained that when charismatic leaders demonstrate positive emotions, their followers are likely to feel positive emotions as well, therefore behaving in a positive manner. The authors thus highlighted that the need to exam how different charismatic leaders evoke emotional responses in their followers existed. This was targeted at ensuring that these leaders influence good behaviour. Lopez and Ensari (2014) also maintained that charismatic leaders drive employee support towards achieving organisational goals. As a result, the employees aim to perform their best to ensure that the best results are produced. Charismatic leaders also have the effect of enticing hope, optimism, interest, enthusiasm and confidence in their followers to the point where those followers become great leaders themselves (Johnston, Warkentin & Siponen, 2015; Kapust & Schwarze, 2016). Working with charismatic leaders has been known to be less stressful for followers and conducive for productivity (Lepine, Yiwen, Crawford & Rich, 2016). These leaders are therefore believed to reduce tardiness, absenteeism and poor quality work.

In relation to follower innovation, Bel (2010) identified a charismatic leader to be one that attempts to communicate vision, energizes the workforce and accelerate actions that lead to development of ideas. The author further highlighted that despite these positive qualities, strong charismatic leaders may come up with impractical expectations, generate overreliance on themselves or an unwillingness to disagree, thus causing the alienation of next levels of leadership. This is believed to hamper innovation. The author however acknowledged that the actual impact and nature of the actions of charismatic leaders on follower innovation were

unknown and were still to be investigated.

2.4.1 Perceived leader charisma

Perceiving a leader as charismatic is subjective and differs among followers. This is because charismatic leaders connect with an audience through their rhetoric, but this impacts followers in different ways (Heracleous & Klaering, 2014). Rhetoric is a communication skill that charismatic leaders employ, which is designed to impress an audience thus persuading them to act on the message of the leader (Yarmakeev, Pimenova & Syunina, 2016). These influencing tactics used by charismatic leaders can either be verbal, through the actual message delivered or metaphors, which are figures of speech that are used to covertly deliver a message (Kapust & Schwarze, 2016; Williams, 2016). In addition, charismatic leaders also use non-verbal communication such as body gestures, and voice tone as a way to persuade their followers and to establish congruence with what they are communicating (Johnston et al., 2015; Kapust & Schwarze, 2016). All this rhetoric however only becomes effective if followers view these actions as charismatic (Jacquart & Antonakis, 2015). As a result, leaders can only be regarded as charismatic if their followers perceive them as such. This research was thus aimed at measuring charisma based on follower perceptions of their leaders.

The argument that a leader is charismatic if they are observed as charismatic by their followers was emphasized by Stouten, van Dijke, Mayer, De Cremer and Euwema (2013). The authors suggested that followers observe the behaviours of their leaders and they use these to assign certain attributes to them. Charisma is therefore measured through observer attributions of their leader (Antonakis et al., 2011). Scholars such as Baur, IIIParker Ellen, Buckley, Ferris, Allison, McKenny, and Short (2016) supported this by mentioning that leaders are attributed charisma because they can communicate in vivid and emotional ways which evokes the emotions of their followers into taking action on their vision. Followers thus confirm a leader's charisma through their perceptions of whether the leader conducts themselves in a manner that makes them appear to be charismatic or non-charismatic (Antonakis et al., 2011). Parry and Kempster (2014) thus suggested that “charismatic leadership might be less a gift from God and more a gift from followers” (p 21).

Nohe et al (2013) recognized that most researchers looked at charismatic leadership as a construct and that they negated an even more important construct which is perceived charisma. Their study thus motivated for the need to review charismatic leadership as a follower perception. They stated that the relationships between charismatic leaders and the performance of their followers were transmitted through followers’ perceptions of charisma of their leader. It is therefore evident that follower perceptions are the ultimate determinant of how influential a leader will be. This study thus focused on followers’ charisma perceptions of

their leaders as opposed to charismatic leadership as a construct that exists independent of followers.

2.4.2 Behaviours of charismatic leaders

The preceding section explained that the captivating attraction or charm that followers see in a leader inspire them to be devoted to the vision that is communicated by that leader. As much as all charismatic leaders are attractive and charming, not all charismatic leaders behave in the same way nor do they all share positive visions. The individual behaviours of charismatic leaders vary and are impacted by personality traits (Sosik et al., 2014).

To illustrate this, Dr. Martin Luther King, Jr and Malcolm X who were both civil rights activists and also well-known historically for their charisma are used as examples. Even though the two shared a similar vision, their behaviours differed greatly which resulted in their employing unlike mechanisms in an effort to achieve their visions. Dr. Martin Luther King who pioneered the civil rights movement in the United States of America stood out for motivating masses of people to protest in a nonviolent manner against racial, religious and gender discriminations. His concern for others, optimism and ethical behaviour were at the core of his character. The 'I have a dream' speech that he delivered during a nonviolent March in Washington, D.C in 1963 was evidence of his positive visions. As a result, he gained support from followers of all races who truly believed that his dream was constructive (Karraa, 2012; Robinson & Topping, 2013). On the other hand, Malcolm X led a very turbulent life which might have played a role in shaping his aggressive personality and behaviours, quite opposite from that of King. He discriminated against those that did not share the same values as his and as a result, he was motivated by personal power. Through his charismatic nature, he however became a powerful promoter of black pride. He managed to draw thousands of black people to join his cause but he encouraged them to use violent technics as part of the revolution (Tuck, 2015).

Another example of contrasting behaviours is that of Adolf Hitler, former leader of the German Nazi party and Nelson Mandela, former leader of South Africa as well as the activist organisation, the African National Congress (ANC). Both leaders are famous for their revolutionary charisma, yet their actions were clearly dissimilar. Adolf Hitler was not a social person and was notorious for having difficulties in forming intimate relationships. Yet through persuasively articulating his promises of redemption and salvation of Germany, he became leader of the German Nazi party after only two years of becoming a member. The messaging behind his vision was that of hatred and destroying his enemies who included Jews, democrats and communists. Despite promotion of these negative, toxic and violent behaviours, his charisma enabled him to gather support from millions of Germans who started to view him like a god and thus followed him without question (Robinson & Topping, 2013; Takala & Auvinen,

2016). On the other hand, Mandela was known for favouring nonviolent boycotts and strikes as techniques to protest against racial discrimination. He only opted to use violent methods when he felt that there was no other choice. His message was that of inclusion, democracy, harmony, freedom and equal opportunities. He was also widely respected for his ethics, compassion, forgiveness and humility. Mandela was good at building relationships which was quite the opposite of Hitler. His charisma, strong will and ability to cement strong relationships thus enabled him to be elected as the first black president of South Africa in 1999 (O'Fallon, 2012; Anyaoku, 2014).

The varying behaviours of charismatic leaders led to scholars distinguishing these leaders based on their power orientation (Robinson & Topping, 2013). Individuals such as Dr. Martin Luther King, Jr and Nelson Mandela who exemplified a socialized power orientation through the way that they internalized values rather than their own self-gratification were classified as leaders with positive charismatic behaviours. Individuals such as Malcolm X and Hitler who demonstrated a personalized power orientation and who prioritized their own personal identification were classified as leaders with negative charismatic behaviours (Robinson & Topping, 2013).

When follower preferences between charismatic leaders with positive behaviours and those with negative behaviours were assessed, Boykins, Campbell, Moore and Nayyar (2013) found that followers favoured working with positive charismatic leaders. The investigation however did not clarify as to whether this preference led to more positive outcomes when followers were led by positive charismatic leaders. Nor did it clarify whether perceived negative charismatic leader behaviours were negatively related to follower outcomes. This research thus examined if perceived positive charismatic leader behaviours were positively related to follower innovation as an outcome. It was also necessary to examine if perceived negative charismatic leader behaviours were negatively related to follower innovation. This was meant to provide more insight and a better understanding relating to the nature of the relationship between perceived leader charisma and follower innovation.

The following two sub sections provide a more detailed understanding of existing literature on perceived positive charismatic leader behaviours as well as perceived negative charismatic leader behaviours.

2.4.2.1 Perceived positive charismatic leadership behaviours

The core essence of perceived positive charismatic leaders is believed to be their humility, honesty, selflessness, and generosity (Robinson & Topping, 2013). The leaders are not self-centred nor are they arrogant, as a result they do not expect their followers to worship them

in order for them to feel that they have achieved their mission (Popper, 2002). As a result of having socialized power orientation these leaders are more interested in furthering the cause of their vision, even when they do not get the credit for achieving the vision (Robinson & Topping, 2013). They also use their charisma to support, serve and empower their followers and in the process they foster loyalty and synergies within their teams (Brown & Trevifio, 2009; Ching-Hsiang, 2010). Howell and Shamir (2005) suggested that when followers recognize these behaviours in their leaders, they become more devoted to the vision of that leader.

Brown and Trevifio (2009) further suggested that when perceived positive charismatic leaders have a vision, it is often positive and optimistic with the aim of benefitting the overall population. For this reason, these leaders are open to two way communications with their followers which enables value congruency within teams (Hayibor et al., 2011). They are also open to receiving advice or criticism from members that are not part of their teams (Brown & Trevifio, 2009).

Perceived positive charismatic leaders often stand out for their self-sacrifice. Mandela's years in prison which emanated as punishment for driving his vision serve as testament of this self-sacrifice (Robinson & Topping, 2013). A study by Owen and Hekman (2012) also showed that charismatic leaders with positive behaviours move beyond the hero myth or great man perspectives. The leaders thus show their humanness by being open about their limitations in knowledge and experience. The fact that Mandela would often seek council from his peers that he believed to be more knowledgeable and experienced than him on certain matters also serve as testament of his positive charismatic behaviours (Robinson & Topping, 2013).

Since charismatic leaders with positive behaviours focus more on achieving their vision rather than their own personal gain, they often consider and prioritize the long-term impact of their actions. They therefore train their followers with the view of working with them for a long time (Popper, 2002). Perceived positive charismatic leaders have been likened to ethical leaders as a result of their high moral standards (Owen & Hekman, 2012).

In chapter one of this research, it was noted that successes in organisations such as Uber, Google, Apple, Microsoft, and Virgin were attributed to their charismatic leaders (Bel, 2010). Finkle (2012) however further suggested that the positive charismatic leader behaviours of Larry Page and Sergey Brin, founders and leaders of Google contributed to the company's innovations and successes. He noted that Page and Brin fostered value congruency within their teams thus minimizing obstacles to innovation. He further highlighted that Page and Brin facilitated innovation by empowering, trusting and supporting their employees in new projects. This therefore suggested a positive relationship between perceived positive charismatic leader behaviours and follower innovation. This research thus aimed to empirically support this suggestion.

2.4.2.2 Perceived negative charismatic leadership behaviours

In an effort to distinguish the different behaviours of charismatic leaders, Samnani and Singh (2013) found that narcissism is the major personality variable between perceived positive charismatic leader behaviours and perceived negative charismatic leader behaviours. Narcissistic leaders display a high sense of self-importance as well as excessive levels of confidence. They aggrandize themselves, dominate their followers, centralize their authority, restrict transfer of information, and like transactional leaders, they often control their supporters through reward and punishment (Glover, Miller, Lynam, Crego & Widiger, 2012). Narcissism is therefore the prime characteristic of negative charismatic leader behaviours.

When leaders possess narcissist behaviours, they personalize relationships with dependent followers and use their influence on these followers to advance their own self-interests (Sosik et al., 2014). This often leads to blind loyalty as followers prematurely comply with destructive behaviours of their leader. In addition, followers begin to view the leader as an indispensable hero and this assists the leader to recruit more followers. As the number of followers' increase, the ego and self-esteem of the leader tend to be inflated and they can start to behave unethically (Keller-Hansbrough & Jones, 2014).

Apart from being recognized as narcissists, some negative charismatic leaders were classified as opportunists who capitalize on crisis situations and demean other leaders that were not able to resolve the crisis (Samnani & Singh, 2013). Popper (2002) further suggested that perceived negative charismatic leaders maintain one-way communication with their followers. Noting that these leaders failed to compromise as a result of their arrogance, Farrell (2013) characterized the leaders as individuals that hold to their positions and often lose the capability to listen and understand the other side of an issue or argument. However, in the event of failures, the same leaders blame their followers for not executing their tasks well. The followers often accept that blame and consequently experience a loss of psychological well-being.

From the above descriptions of narcissist leaders, one would assume that organisations avoid employing such leaders. On the contrary, Keller-Hansbrough and Jones (2014) highlighted that charismatic narcissists dominate the top ranks of corporates. The authors wondered if corporates had a preference for such leaders and if these leaders were believed to drive successes in organisations. The authors also questioned if narcissism was in fact a necessary behaviour for charismatic leaders who needed to drive positive organisational outcomes. Further to this, Sosik et al. (2014) identified charismatic leaders such as Abraham Lincoln, Benjamin Netanyahu, Bill Gates, Oprah Winfrey, and Bill Clinton whose personality traits were

regarded as narcissists. These leaders used this personality in constructive ways such as promoting innovation, building societies and to achieve positive fiscal, and governmental outcomes. Yu (2013) also suggested that the classic narcissistic character of Steve Jobs led to the transformation and success of Apple, which also changed the technology industry.

Similar narcissist traits were similarly attributed to charismatic leaders such as Martha Stewart, Ken Lay, Bernie Madoff, Jim Jones, James Dutt and Muammar Gaddafi, and these leaders produced negative outcomes for their organisations and countries (Sosik et al., 2014). The negative outcomes of these leaders were aligned with scholars that suggested that negative charismatic leadership is associated with negative outcomes in organisations (Schyns & Schilling, 2013). Although the scholars noted that this suggestion had not been empirically validated, this revealed the uncertainties that existed in understanding the relationship between negative charismatic leader behaviours and organisational outcomes. Other scholars also highlighted that followers of negative charismatic leaders become too dependent on their leaders and that this potentially hampers innovation (Holten & Bøllingtoft, 2015). This research therefore aimed to confirm or refute these suggestions by understanding if negative charismatic leader behaviours are negatively related to follower innovation as an organisational outcome.

2.5 Employee voice

The literature review so far has highlighted four constructs that are pertinent in understanding the nature of the relationship between perceived leader charisma and follower innovation. These constructs are follower innovation, perceived leader charisma, perceived positive charismatic leader behaviours and perceived negative charismatic leader behaviours. From reviewing existing literature on these constructs, it became apparent that the ability of an employee to communicate openly with their leader can modify the nature of the relationship between a leadership style and follower innovation. For example, in section 2.3.1, findings by Piansoongnern (2016) showed that Thai employees were not innovative because their Chinese leaders were dictators that did not give them an opportunity to make any suggestions. In section 2.3.1.1, Hsiung (2012) and Men (2014) suggested that the open, inclusive and transparent character of authentic leaders helped in nurturing honest communication, which in turn fostered follower innovation. In section 2.3.1.2, findings by Rego et al. (2012); Hoty et al. (2013); Lam et al. (2016) highlighted that the moral and trustworthy character of ethical leaders encourages followers to freely voice their opinions thus increasing follower innovation.

The literature review in section 2.3.1.3 showed that transformational leadership theory is based on the interaction between leaders and their followers (Antonakis, 2012). Clavelle (2012) affirmed this by highlighting that the focal point of transformational leadership is around

fostering of open communication as well as change in an environment. The author thus suggested that the open communication between transformational leaders and their followers positively drives follower innovation. Sheng-Min and Jian-Qiao, (2013) however mentioned that followers that are led by transformational leaders have employee voice only when lines of authority that result from organisational structures such as different departments or segregation of duties are in existence. In these situations, followers were expected to be innovative. Sheng-Min and Jian-Qiao, (2013) also showed that power distance was a negative moderator in the relationship between transformational leadership and an employee's willingness and ability to speak up. When there was a higher degree of power distance, employee voice was low and as a result, follower innovation was also expected to be low. These examples therefore showed that employee voice could moderate the relationship between a leadership style and follower innovation. This research therefore also aimed to understand if employee voice moderates the relationship between perceived leader charisma and follower innovation.

The concept of employee voice was initially acknowledged by Hirschman (1970) as a way in which employees express their dissatisfaction with the manner in which organisations were run or in the way that they were treated. Since then, the concept has expanded to encompass positive facets such as the ability of an employee to communicate original ideas, suggest solutions to identified problems, highlight growth opportunities and evaluate the performance of their leaders (Wilkinson & Fay, 2011; Rees, Alfes & Gatenby, 2013; Duanxu, Chenjing, Chaoyan, & Danqi, 2015). Ng and Feldman (2013) thus urged researchers to focus more on employee voice because it had become a requirement in organisations that need to include ideas and suggestions from employees as part of their strategies.

An inclusion of ideas from employees in organisational strategies made it critical for leaders in organisations to understand how they could overcome or lower their employees' anxiety in airing their views (Takeuchi, Chen & Cheung, 2012). Although Liang, Farh, C. I. and Farh, J. (2012) suggested that employee behaviours are initiated by the employee who intentionally plans how they will act in certain situations and dispositions, Hynes (2012) suggested that organisations can initiate employee voice when they provide support and forums for employees to speak up. This can be done through facilitation of communication training, creating an open environment that allows challenging of the status quo, building trust through team building events, engagement surveys, one on one forums as well as empowering of employees by involving them in strategic activities (Linna, Elovainio, Van den Bos, Kivimäki, Pentti & Vahtera, 2012; Tangirala & Ramanujam, 2012; Rees et al., 2013; Milliken, Schipani, Bishara & Prado, 2015).

According to Janssen and Gao (2013), employees that are confident to speak out often do

this as a result of some special abilities, skills or prior experiences. In addition to this, Janssen and Gao (2013) showed that a person's self-perceived status is an important aspect which affects how free they can express their opinions. The way that one views their status in an organisation is often a direct result of their seniority or qualifications (Gahye, Youngsam, Froese & Shin, 2016). The decision for an employee to express their views is therefore based on how they fit within the organisation rather than how much they feel that their opinions might actually add value to a discussion. The position of a person also plays a role in how their opinions are accommodated by the audience that they are expressing their views to (Janssen and Gao, 2013). It is perceived that more senior individuals in organisations are listened to and their views are often effected into the required action. It is this view by a follower that determines whether they speak up or not. Despite suggesting that employee voice is an ability, skill or confidence which is based on seniority or qualifications, Janssen and Gao (2013) still suggested that organisations could develop employees to have these skills, abilities and confidence.

Although scholars such as Takeuchi et al. (2012) and Sheng-Min and Jian-Qiao, (2013) were advocating for employee voice in organisations, they also reminded us that some leaders interpret the ability of an employee to speak up as troublesome. This normally happens when employees disagree and speak up against ideas that would have been initiated by the leader. It is this view that discourages some employees from speaking up as they fear being labelled as deviants. For this reason, it is important that employees believe that organisations have fair practices that allow them to air their views without being victimized.

2.5.1 Employee voice, perceived leader charisma and follower innovation

As indicated in the preceding section, employee voice is a common theme that has been identified in studies that relate to leadership styles and their impact on innovation. This is because scholars such as Sergeeva (2014) wanted to understand how contextual and personal characteristics affect employee disposition to recommend innovative ideas and how leaders could nurture these characteristics to this drive innovation. Findings by Hoty et al. (2013); Martin and Omrani (2015) therefore indicated that when leaders with transformational, ethical or authentic qualities involve their followers in critical tasks from the initiation to the final stages, this has the impact of increasing employee voice. The authors however do not suggest how the presence of employee voice can moderate an existing relationship between charismatic leadership and follower innovation.

Employee voice has been suggested as vital for follower innovation (Wallace et al., 2016). This is because when followers have ideas, it is through their ability to speak up and propose those ideas to their leaders that the ideas can be converted into innovations. However, some

employees with no voice still manage to put their ideas across by suggesting them to a collective group who communicate those ideas either as their own, as a combined effort or on behalf of the innovative employee (Barry & Wilkinson, 2016). This approach nonetheless has the impact of hindering as well as delaying the innovation process and as a result, it is more beneficial when followers have the ability to speak up (Rees et al., 2013). From this, it was therefore also assumed that employee voice would positively moderate the relationship between perceived leader charisma and follower innovation.

Contrasting views relating to how charismatic leaders affect employee voice in organisations conversely exist. For example, although de Vries et al (2011) established that charismatic leadership leads to positive team outcomes, they also suggested that teams that are led by charismatic leaders tend to become dependent on the leaders' abilities which impacts their self-belief and ability to suggest new ideas. Given that employee voice was identified as vital for follower innovation (Wallace et al., 2016), this raised the question of whether employee voice, charismatic leaders and follower innovation could exist in the same organisation. Thus also raising the question of whether employee voice could actually negatively moderate the relationship between perceived charisma and follower innovation.

In section 2.3.1.3, it was highlighted that Yukl (1998) believed that an ultimate difference between charismatic and transformational leadership is because transformational leaders appeared to give power to and uplift followers thus encouraging them to also voice their opinions, whereas many charismatic leaders strive to keep followers weak and reliant on them. Followers of charismatic leaders are thus more likely to be reliant on their leaders consequently failing to see that they also have a role to play in the success of their organisations (Nisbett & Walmsley, 2016). The followers therefore do not even consider coming up with ideas to improve the organisation. This also raised the question of whether the presence of employee voice would moderate the relationship between perceived leader charisma and follower innovation.

Perceived positive charismatic leaders were recognized for their advocacy to maintain open and two-way communication with their followers. Although not empirically validated as part of Hayibor et al. (2011)'s study, the authors believed that this would encourage followers to become confident in expressing their views to their leaders. This was also believed to enable value congruency between leaders and their followers which was thought to foster innovation within teams (Hayibor et al., 2011). In support of this, it was noted in section 2.4.2.1 that the positive charismatic leader behaviours of Larry Page and Sergey Brin at Google contributed to the organisation's innovations. Page and Brin encouraged their followers to freely communicate their views, which is understood to have aided in fostering innovation (Finkle, 2012). Organisations such as 3M are also famous for allowing their employees time to come

up with innovations, after which they are required to present these innovations to their leaders (Epstein et al., 2013). As much as the successes at 3M have not been attributed to any charismatic leader, the encouragement of employee voice coupled by the renowned and successful innovations of the organisation suggest that employee voice could modify the relationship between perceived positive charismatic leader behaviours and follower innovation.

On the other hand, perceived negative charismatic leaders were recognized for their one sided communications with their followers (Popper, 2002). The presence of leaders with such behaviours in organisations was said to lower employee voice (Popper, 2002). This could be considered to be true when evaluating followers of leaders such as Steve Jobs at Apple, who had no employee voice (Sonnenfeld, 2013). However, consideration of employees at Beatrice who were led by James Dutt's, also perceived to have negative charismatic behaviours suggests that the presence of such leaders in organisations does not necessarily lower employee voice. Dutt's followers showed that they were able to speak up against their leader's negative behaviours which led to his forced resignation (Parker, 1992). This research therefore also aimed to understand if employee voice moderates the relationship between perceived leader charisma and follower innovation.

2.6 Conclusion

The literature review confirmed the importance of follower innovation and perceived leader charisma. Despite the importance of these constructs, the review also showed that the relationship between perceived leader charisma and follower innovation was not yet understood. This affirmed that this study would add to the body of existing knowledge, and assist organisations in understanding the nature of the relationship between perceived charismatic leaders and follower innovation. Furthermore, the literature review highlighted that employee voice could change the relationship between perceived leader charisma and follower innovation. Existing debates around this modification however did not clarify how this relationship could be altered. This study therefore also aimed to establish how the nature of the relationship between perceived leader charisma and follower innovation could be moderated by employee voice.

The literature review showed that the most appropriate way to measure charisma is based on how followers perceive the leader. This supported Farrell (2013) who stressed that some of the best models of leadership development come from how followers validated the effectiveness of those leaders. He, Farrell (2013) admitted that enquiry from followers is a valid technique to determine what leadership styles one might want to develop. The literature review therefore highlighted that the most appropriate way to understand the relationship

between perceived leader charisma and follower innovation was through enquiry of the followers. This assisted in providing direction as to the research methodology for this study which is discussed in chapter four.

An evaluation of the literature review compared to the research findings is carried out in chapter six. The chapter contrasts the similarities and disparities of existing literature with the research findings. The chapter will also highlights the areas upon which the research results add to the body of existing knowledge.

3 RESEARCH HYPOTHESIS

3.1 Research questions and hypotheses

This study investigated the relationship between perceived leader charisma and follower innovation. As noted in previous chapters, existing research either investigated the relationship between other styles of leadership and follower innovation, or they investigated the relationship between leader charisma and other outcomes which are not innovation. Literature on transformational leadership, which is regarded as the leadership style most related to charismatic leaders found differing views on the relationships between transformational leadership and innovation. A study of charismatic leadership which is a sub component of transformational leadership, as noted by Antonakis (2012), was anticipated to refine research on transformational leadership. This was expected to yield more accurate results.

The importance of innovation was also discussed in detail in chapters one and two and the construct was identified as key to business success. The chapters however did not expand on how research into product, process, or service innovation is of major interest as it provides ways that academics can measure innovation (Denti & Hemlin, 2012). Innovation can thus be measured by assessing the products, processes and services of an organisation. Tsai, Huang and Kao (2001) in their study of organisational innovation measured innovation by looking at the product line diversity and profitability contribution from these product lines. In another study of absorptive capacity on product and process innovation, Murovec and Prodan (2008) looked at the increased range of goods or services to symbolize innovation. Hung, Lien, Fang and McLean (2010) focused on the timing and quantity of new concepts as an innovation measure.

Al-Husseini and Elbeltagi (2016) in their study of education institutions measured innovation as improving or implementing new products such as teaching materials and courses. For the purpose of this research, follower innovation was therefore measured as followers' willingness to come up with value adding ideas. This can be recognized through suggestions, exploitation or implementation of new ideas, improvement in quality, process and product improvements, growth and diversity initiatives as well as inventions. These recognition criteria are consistent with those identified by Sung-Sup (2013) and Vergori (2014) which also encompass the innovation measures identified by all the authors mentioned above.

Chapters one and two also highlighted the emerging importance of perceived charisma in leaders. In addition to the literature review, the relevance of perceived charisma was further highlighted by Sy, Choi and Johnson (2013) who attempted to establish ways through which charismatic leadership perceptions could be formed and sustained over time in order to

improve the moods of work groups. According to the researchers, work groups that have good moods were believed to produce positive outcomes. This may indicate a positive relationship between perceived charismatic leadership and follower innovation, however, innovation was not identified as a specific group outcome in the research and as such a relationship could not be assumed.

Bel (2010) gave evidence of organisations that are led by charismatic leaders which succeeded in their innovation. Based on those organisations, a relationship could be assumed. He, Bel (2010) however questioned if these leaders were the sole drivers of innovation in their companies and whether there is a direct relationship between the innovation capability of an organisation and the fact that they are led by charismatic leaders. He further identified organisations such as Samsung, Logitech, 3M and Toyota whose innovations were extremely successful yet it was not possible to link their innovative capability to a specific charismatic leader. This created uncertainty around the assumption that there is a relationship between perceived charismatic leaders and follower innovation.

There is also a possibility that within these organisations, Samsung, Logitech, 3M and Toyota, there are charismatic leaders that are directly responsible for the innovation departments but they are not necessarily the top leadership of the companies. No literature could be found that had specifically investigated the direct charismatic leader and follower innovation relationships of the individuals that actually come up with innovations within these organisations. These relationships are important because the chief executive officers or organisation founders might not be direct leaders of the individuals that are responsible for the innovative initiatives. It thus became more evident that the relationship between perceived leader charisma and follower innovation was uncertain (Bel, 2010). Based on the literature review and arguments provided so far, the uncertainties were narrowed down to the following research question.

Hypothesis 1: There is a relationship between perceived leader charisma and a follower's willingness to come up with value adding ideas.

From the literature review, attributes that result in a leader being perceived as charismatic include being influential, self-confidence, visionary, high energy, exceptional communication skills, intelligence, strong conviction, trustworthiness, and action orientation. Similar attributes were used to measure perceived charisma in this research.

The literature review also indicated that charismatic leaders can be viewed differently by their followers depending on their personality traits and individual behaviours. This led to charismatic leaders being classified as either perceived positive charismatic leaders or perceived negative charismatic leaders. Further to this, in a study by Kempster and Parry

(2014) of how followers viewed charismatic leaders, it became more evident that some followers viewed their leaders in a positive way and almost have a romanticized view of their leaders. Kempster and Parry (2014) also noted other followers who viewed their leaders as charismatic through the influence that they had on the followers, but the followers bore a level of anger towards their leaders as they did not believe that they had benefitted from their leaders.

While leader charisma could potentially have positive and enabling influences on followers, the degree of the influence could be largely dependent on whether charisma is perceived by followers to be socialized or positive (Sosik et al., 2014). Based on this and the literature review, the research sought to understand if perceived positive charismatic behaviours are positively related to follower innovation, thus the following hypothesis was formed.

Hypothesis 2: There is a positive relationship between perceived positive charismatic leader behaviours and a follower's willingness to come up with value adding ideas.

This study used attributes identified by Brown and Trevifio (2009); Morrell and MacKenzie (2011), as well as Popper (2002) to measure perceived positive charismatic behaviours. The authors identified these attributes as; leaders who empower employees, promote team work, whose behaviour benefits followers, who pursue organisation driven goals, promote follower personal growth, promote equal participation for followers, rewards followers when they have done well and whose actions are consistent with the vision that they communicate. These attributes were used to develop the section of the research questionnaire that was used to measure perceived positive charismatic leaders. Concepts from ethical leaders were also used to build on the measurement criteria of positive charisma. These factors were assessed in light of charismatic leadership to ascertain if a relationship exists between perceived charismatic leadership and follower innovation.

Perceived negative charismatic leader behaviours often produce destructive organisational outcomes (Howell and Shamir 2005). Based on this view and views expressed in other existing literature, the research sought to understand if there is a negative relationship between perceived negative charismatic leader behaviours and follower innovations. The third hypothesis was thus formulated.

Hypothesis 3: There is a negative relationship between perceived negative charismatic leader behaviours and a follower's willingness to come up with value adding ideas.

This research used behaviours identified by Morrell and MacKenzie (2011) and Popper (2002),

to measure perceived negative charismatic or personalized charismatic leader behaviours. The authors identified these behaviours as leaders who portray dominant qualities, appear to be focused on their individual needs, speak very well of themselves, portray narcissistic personalities, rarely reward followers for good work unless it is for manipulative purposes, always expect followers to work long hours, pursue their personal goals and promote feelings of compliance and dependency, restrict information or use it to preserve their self. These behaviours were used to develop the questionnaire for this study.

For follower innovation to become a measurable outcome, it was noted that individuals needed to be able to proactively question and challenge the way things are done and suggest better ways of doing these things. As indicated in the literature review, an employee's ability to speak up about their concerns in ways that are potentially beneficial to organisations is termed employee voice (Duanxu et al., 2015). Sheng-Min and Jian-Qiao, (2013) pointed out how risky challenging the status quo can be as it is potentially harmful to the leader follower-relationship if the challenge is not taken well by the leader. They, Sheng-Min and Jian-Qiao, (2013) however confirmed the importance of employee voice by referring to how effective leaders in organisations are able to discern and address how the differing cultural-values of employees can impact their ability to speak up. Xu, Bei and Min (2014) also affirmed that constructive input from employees is becoming more important in organisations that require innovation in order for them to stay competitive. This may indicate that employees who are able to air their views will be able to provide innovative suggestions in comparison to those that are not free to air their views. The following research hypothesis thus sought to understand if employee voice does in fact moderate the relationship between perceived leader charisma and follower innovation.

Hypothesis 4: The relationship between perceived leader charisma and a follower's willingness to come up with value adding ideas is moderated by employee voice.

As the study also sought to understand the relationships of perceived positive and perceived negative charismatic leader behaviours and follower innovation, hypothesis 4a and 4b were also established to enable understanding of how employee voice moderates the relationships between perceived positive and perceived negative charismatic leader behaviours and follower innovation.

Hypothesis 4a: The relationship between perceived positive charismatic leader behaviours and a follower's willingness to come up with value adding ideas is moderated by employee voice.

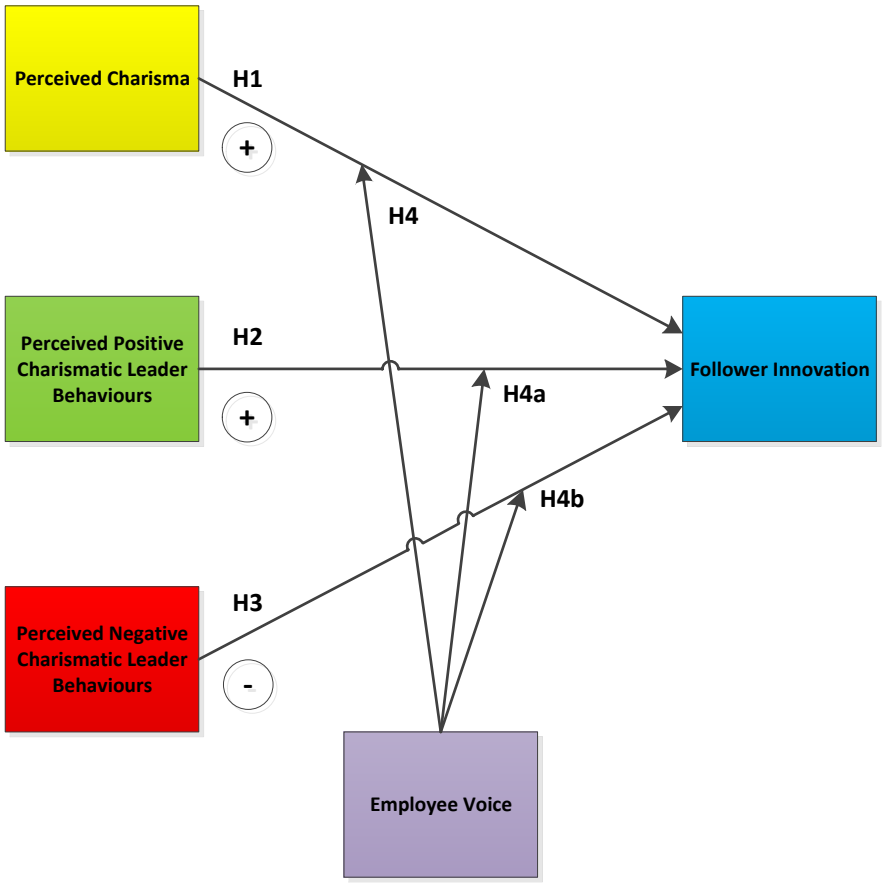
Hypothesis 4b: The relationship between perceived negative charismatic leader behaviours and a follower's willingness to come up with value adding ideas is moderated by employee voice.

Employee voice can also be influenced by factors such as race, culture, age, gender or the size of an organisation, thus employees voice was viewed as an all-encompassing variable of demographic factors (Farh, Hackett & Liang 2007).

3.2 Conclusion

Based on the arguments provided thus far, deductive reasoning was employed to narrow down the theory presented to formulate research hypotheses. Figure 1 is a conceptual diagram of the hypothesized theoretical model and testing the hypotheses was expected to aid understand of the nature of the relationship between perceived leader charisma and follower innovation.

Figure 1: Hypothesized theoretical model



4 RESEARCH DESIGN AND METHODOLOGY

4.1 Introduction

The research philosophy that was used in this study was positivism in nature. This was for the reason that the investigation was seeking to understand the nature of measurable variables which relate to charismatic leaders and follower innovation. This chapter outlines the design or strategy that was used in this study to ensure that the earlier stated objectives were achieved. The methodology, population, sample size and sampling method, unit of analysis, measuring instrument, data collection process, data analysis and methodological limitations are discussed in this chapter.

4.2 Research design

The primary goal of this study was to understand the nature of the relationship between perceived leader charisma and follower innovation. The study used a deductive research approach as it involved the testing of hypotheses which were formulated in chapter three (Saunders & Lewis, 2014). To this end the study verified if there is a relationship between perceived leader charisma and follower innovation, assessed the nature of the relationship between perceived negative charismatic leader behaviours and perceived positive charismatic leader behaviours on follower innovation and also evaluated the moderating effect of employee voice on these relationships. The research design is a plan that allowed an assessment of the nature of the relationships which were under review. According to Saunders and Lewis (2014), research design can take any of the following forms: experiment; survey; archival analysis; grounded theory; ethnography; action research; and case study. This study used a survey design with the main instrument of enquiry being the survey questionnaire. This involved administering an online standardized questionnaire to a selection of a sample of respondents from the main population.

This research design was useful and appropriate in that it,

- enabled the researcher to ask similar questions to a large number of people which made responses from different participants more comparable and fair (Saunders & Lewis, 2014),
- was a cost effective manner of collecting large volumes of data (Saunders & Lewis, 2014),
- minimized bias of the researcher as responses were documented and not left to interpretation and there was also limited exposure to participants which minimized subject bias (Saunders & Lewis, 2014),
- ensured confidentiality of the participants (Saunders & Lewis, 2014),

- was less time consuming on the part of the researcher in that researcher did not have to sit with participants as they completed the questionnaires (Saunders & Lewis, 2014).

In addition to the above reasons, this design was suitable for this study in that, variables of the research questions were measured using a set of predefined questions. Administering these questions using an online survey thus made collecting of data easier. The nature of participants for the survey are people who time was likely a factor. Sending a questionnaire to them that they could complete at their own time regardless of their location yields a higher probably of getting good results. Participants were likely to have access to computers or smart phones, which made this strategy appropriate.

Saunders and Lewis (2014) noted that there are three types of studies:

- Explanatory – this type of study focuses on links or relationships between variables, which was the main focus of this research as it sought to answer a question that was premised on a link between perceived leader charisma and follower innovation. This type of study also takes descriptive research a step further by understanding the nature of relationship which was a key objective in this study (Saunders & Lewis, 2014).
- Descriptive – this type of study focuses on describing a phenomenon or intervention and the real life circumstances in which it occurred (Yin, 2003; Baxter & Jack, 2008). As the study sought to understand if innovation is related to leadership at all and the nature of this relationship, a mere description or representation of situations would not be enough and would certainly not answer the research question.
- Exploratory – this type of study focuses on an intervention that has a number of probable outcomes and seeks to explore the validity of each outcome (Yin, 2003; Baxter & Jack, 2008). This type of study would be too general for this research as the variables of this research were clear and the purpose of the study was to understand the nature of the relationship between perceived charisma and follower innovation not to ask new questions which would be the case with an exploratory study.

As indicated above the overall design of this study was explanatory in nature as it pursued to replicate similarities and differences among multiple responses to uncover the nature of the relationship between perceived leader charisma and follower innovation.

4.3 Research methodology

From the three main types of research methods, being, quantitative, qualitative and mixed method approaches (Creswell, 2009), a quantitative approach was used for this study. Quantitative methods are an empirical approach to research on social phenomena and entail

the testing of theory through literature informed variables measured with numbers and subjected to statistical analysis in order to explain theorized relationships (Creswell, 2009; Yilmaz, 2013). Theory on leadership and innovation is well developed with relationships between variables suggested and as such a methodology that requires testing of theory was suitable for this study. From the previous section, a number of hypothesized relationships between leader charisma and follower innovation were suggested and according to Yilmaz (2013) a quantitative methodology is premised on measuring relationships among variables explaining phenomena of interest based on priori theories, making a quantitative approach ideal for this study. In addition, the study sought to evaluate the nature of the relationship between perceived leader charisma and follower innovation through deductive reasoning which is used in most quantitative studies (Saunders & Lewis, 2014).

Creswell (1998) defined qualitative research as “an inquiry process of understanding based on distinct and methodological traditions of inquiry that explore a social or a human problem. The researcher builds a complex, holistic picture, analyses words, reports detailed views of informants and conducts the study in a natural setting” (p. 15). This study required an access to data by themes which is comparable and could be analysed in a systematic way to enable drawing of conclusions. For this study, a detailed description of the relationships at play were less appropriate in answering the research question. For this reason, a quantitative approach was employed.

4.4 Population

Questionnaires were sent out to a target population which comprised of professionals, middle and senior managers who work in the technology industry in South Africa. This target population was also required to have a follower relationship with the leaders that they report to. Professionals, middle and senior managers in the technology industry are a relevant population for this research as they are expected to be more innovative in organisations compared to for example, shop floor workers. Extending the study across all employee levels within organisations would potentially reduce the validity of the findings as there are many other moderating factors such as lack of experience at lower levels that affect an employee’s ability to innovate (Daveri & Parisi, 2015). Limiting the population to professionals, middle and senior managers makes the population group more homogeneous which provides minimum variation in data collection methods. It also ensures that there is consistency and like mindedness of respondents which makes the data collected more reliable, comparable and minor differences become more apparent. Professionals, middle and senior managers are also more likely to have closer interactions with their leaders, which makes it possible to form perceptions of the charismatic capabilities of their leaders. As an online questionnaire was used for the survey, this population in organisations are the most likely to have access to

resources such as portable computers or smart phones which enables them to complete the questionnaires at times that are more suitable to them resulting in a potentially higher response rate.

Technology companies have become knowledge intensive with IT innovation and other strategic innovations at the heart of sustained competitive advantage. Such companies are assumed to have incorporated principles of innovation in their culture. This makes all the South African technology companies the ideal organisations where the population for this study can be best identified. Kask and Sieber (2002) identified technology companies as ones that have sophisticated products, introduce new products and processes through application of scientific and technical expertise, are highly involved in research and development and have a high range of products. Abdurazzakov (2015) also identified technology companies as ones that increase efficiencies and the quality of life for the society at large. These identification criteria are consistent with Tsai, Huang and Kao (2001); Murovec and Prodan (2008); Sung-Sup (2013); Vergori (2014)'s definitions of innovation as high numbers of product line diversity, improved quality and an increased range of goods and services. The measure of innovation in this study was based on these definitions of innovation thus making technology companies appropriate for this research.

Using these identification and measurement criteria, the technology industry in South Africa includes the financial services sector, investment houses, professional services, telecommunication companies, health sector, manufacturing companies, distributors and credit rating agencies among many that boast of advanced technological systems in the world. The South African banking sector has the best systems and controls in the world as evidenced by minimal disruption during the economic recession of 2008 pointing to high levels of innovation and reaffirming the appropriateness of South Africa's technology industry for the study (Wallace, 2012). Druhov and Bratkiv (2015) also attributed the innovation capacity in the banking sector to the high level of intellectual capital that the banks recruit.

4.5 Unit of analysis

The units of analysis for this study are the individuals, i.e. individual professionals, middle and senior managers in the technology sector in South Africa. These are the individuals where the required data was collected from.

4.6 Sampling method and size

Sampling makes it possible to generate findings that are representative of the whole population at a lower cost. It is also not practical to send out questionnaires and obtain responses from all the professionals, middle and senior managers employed by companies in

the technology industry in South Africa. This population is large and it would be difficult to make contact with all of them. It would also be difficult to obtain a complete list or sampling frame of all these individuals. Non-probability sampling is thus more appropriate for this study. According to Saunders and Lewis (2014) non probability sampling is used when the researchers do not have the complete list of the population and hence cannot determine the chance of each member of the population being selected.

A purposive non probability sampling technique was primarily used to select professionals, middle and senior managers from technology companies in South Africa. This technique involved using judgement to identify individuals in the researcher's working, professional, clients, education and social circles that matched this criterion. The individuals selected were believed to be the most suitable participants that could provide responses to the questionnaire, consequently assisting in meeting the required objectives of the study. A list of these potential participants which included their e-mail addresses was compiled and was used to send out the questionnaire. The list included individuals from innovative financial houses, health care services, retailers, government, utilities, professional services, construction and mining companies. The broad selection of individuals from varying sectors was believed to increase the chances of obtaining responses from employees who view their leaders as positive charismatic, as well as from those that view their leaders as negative charismatic due to the expected different corporate cultures in these organisations (Riley & Clare-Brown 2001; Green & Cluley, 2014). This assisted in addressing the research aims and the topic of interest was most likely to occur in the sample selected. Participants selected are believed to be representative of the population as they are typical of the population. For this reason, they were expected to provide relevant responses that helped in answering of the research question.

In-order to increase the number of respondents, a snowball method was employed as a secondary sampling technique. This method is also a non-probability type of sampling that allows the purposively selected participants to identify and provide contact details of subsequent members that meet the eligibility criteria and would be in a good position to respond to the questionnaire (Saunders & Lewis, 2014). This technique is also appropriate when it is not possible to obtain a complete list of the population thus increasing the chance of including individuals that are difficult to access in the sample.

In a quantitative study, sample size is important for accurate data analysis and to infer credible conclusions from the findings. To allow statistical generalization of findings, as a minimum, a participant to variable ratio of 10:1 is widely accepted (Ho, 2006) and according to Kline (2005) 10 to 20 participants per measured variable would result in an adequate sample. In line with the above guidelines the study aimed to collect between 50-100 responses. Assuming a

response rate of 25% as suggested by Deutskens, Ruyter, Wetzels and Oosterveld (2004) for short online surveys, 400 purposefully selected potential participants were identified to be part of the study. As the number of individuals that can be suggested through the snowballing technique is unpredictable even though they are expected to increase the number of responses, these were not initially included in the list of potential participants. However, 105 legible individuals were recommended by the purposefully selected participants which increased the number of individuals that the questionnaire was sent to. The number increased to 505.

4.7 Measurement instrument

A questionnaire was used to get opinions from participants that had been purposefully selected and also identified through the snowballing sampling technique. The survey questionnaire was administered to professionals, middle and senior managers who are better positioned to give accurate and reliable results on the phenomena being researched. The measuring instrument is made up of three parts. The first part (preamble) served as an introduction to the research, its purpose and the benefits of conducting the study. The second part (section A) contains five questions on select demographic details of participants which helped to determine their suitability for the research and also served as control variables. The third part (section B) includes questions which give insight on variables that are based on the research hypothesis such as how participants view their leaders. The forth part (section C) asks questions which give an indication of how participants are willing and able to innovate. Questions in Section B and C were used to answer the research questions. Part of the instrument contains a five-point Likert scale which was already operationalized by other researchers. The scales anchors are shown in the table 1 below:

Table 1: Five point Likert scale anchors

0	Not at all
1	Once in a while
2	Sometimes
3	Fairly often
4	Frequently, if not always

This aided in evaluating the nature of the relationship between perceived charisma, and follower innovation. A sample of the questionnaire is provided in Appendix A.

4.7.1 Questionnaire Design

The research questionnaire is designed to gather information from each respondent on five latent variables which are;

- Follower Innovation;
- Perceived charismatic leadership;
- Perceived positive charismatic leadership behaviours;
- Perceived negative charismatic leadership behaviours; and
- Employee voice.

The questionnaire seeks to gather information that will determine perceptions in terms of these variables. Each construct is measured by questions derived from the literature.

Before administering the questions to potential participants, these questions were re-arranged in a manner that was expected to be logical to respondents. The re-arranged questions are indicated in the sample questionnaire in the appendix. The questions were also grouped in a manner that would not influence responses (Saunders & Lewis, 2014).

The following sub sections indicate how the questions to measure each variable were developed.

4.7.1.1 Follower Innovation

Follower innovation is a self-reported measure reflecting the willingness of each respondent to translate new ideas or inventions into new products, processes or services. Questions for follower innovation were mainly developed from Al-Husseini and Elbeltagi (2016); Sung-Sup (2013); Vergori (2014) as well as from other studies identified in the literate review. The questions reflect the degree to which followers are willing to develop or extend new products that are sold to customers, improve internal or external processes that are beneficial to the organisation or improvements in organisational services and delivery. Table 2 indicates the specific questions from the questionnaire that measure the extent to which followers exhibit a willingness to innovate.

Table 2: Follower innovation questions

Question Number	Question	How question was developed
FI1_C22	I come up with ways to improve the quality of my work and the organisation that I work for.	(Hung, Lien, Fang and McLean, 2010; Sung-Sup, 2013)
FI2_C29	I think about ways to improve or diversify the organisation's customer offering.	Tsai, Huang & Kao, 2001; Murovec & Prodan, 2008)
FI3_C27	I look forward to sharing my great ideas with my team members.	(Vergori, 2014)
FI4_C30	I follow up on implementation of suggestions that have been suggested by others.	Sung-Sup, 2013; Vergori, 2014)
FI5_C28	My ideas are developed into products or services that are offered to customers.	(Tsai, Huang & Kao, 2001; Sung-Sup, 2013; Vergori, 2014)
FI6_C31	I am actively involved in research or projects that involved the implementation of new products, systems or courses within the organisation.	(Al-Husseini & Elbeltagi, 2016)

4.7.1.2 Perceived charismatic leadership

A review of literature which relates to charisma and perceived charisma shows that the Multifactor leadership questionnaire (MLQ 5X) would be most appropriate to capture how much followers perceive their leader as charismatic (Antonakis et al., 2011; Nohe et al., 2013; Sosik et al., 2014). Antonakis et al. (2011) pointed out that the MLQ questionnaire is the most appropriate and most successfully-validated neo-charismatic leadership measuring instrument. According to Avolio and Yammarino (2013), the MLQ 5X measures different leadership styles using a 5-point behavioural scale which are rated as ("Not at all" to "Frequently if not always"). The MLQ 5X was also used extensively in studies which measured outcomes such as innovation for the transformational leadership style, a style that has been closely related to charismatic leadership (Qu et al., 2015; Al-Husseini & Elbeltagi, 2016).

The MLQ was also slated for its conceptual framework (Yukl, 1998; Charbonneau, 2004). However, Muenjohn and Armstrong (2008) confirmed the structural validity of the MLQ in their study that used factors of transformational and transactional leadership and confirmed it to be the best validated measure of leadership. Thus it is also suitable to use the MLQ for assessing the perceived charisma leadership style. An assessment of perceptions of leader charisma was therefore carried out using four questions from the idealized influence attributed scale, such as "My leader acts in ways that make him influential". These questions as well as an indication of the literature that supports their development are listed in the table below.

Table 3: perceived charisma questions

Question Number	Question	How question was developed
PC1_B7	My leader communicates a convincing vision especially in times of crisis or anxiety.	(Immergut & Kosut, 2014)
PC2_B12	My leader acts in ways that make them influential.	(Antonakis et al., 2011).
PC3_B8	My leader communicates in a clear, confident, energetic and vivid manner and I wish I could be like them.	(Baur et al., 2016)
PC4_B11	My leader possesses an extraordinary character that makes people value and respect their opinions.	(Nohe et al., 2013)

4.7.1.3 Perceived positive charismatic leadership behaviours

As the identification of perceived positive charismatic leadership behaviours in the literature review of this study were built from Brown and Trevifio (2009); Morrell and MacKenzie (2011); Popper (2002), a combination of the instruments that they used to measure positive charismatic leadership were employed to come up with the questions in Table 4. These questions measure the extent to which followers view their leaders to exhibit the behaviours of a positive charismatic leader.

Table 4: Perceived positive charismatic leadership behaviours questions

Question Number	Question	How question was developed
PPC1_B9	My leader makes me feel at ease by confidently, vividly, and energetically communicating their vision in times of crisis.	(Morrell & MacKenzie, 2011)
PPC2_B16	My leader influences and encourages me to come up with new ideas and makes me feel empowered.	(Popper, 2002; Brown & Trevifio, 2009)
PPC3_B13	My leader is visionary and uses it to influence others for the better.	(Brown & Trevifio, 2009; Morrell & MacKenzie, 2011)
PPC4_B20	My leader comes up with good ideas but acknowledges the team for their part in coming up with the ideas.	(Brown & Trevifio, 2009; Morrell & MacKenzie, 2011)
PPC5_B17	My leader influences me and suggest ways that I can further develop myself.	(Morrell & MacKenzie, 2011)

4.7.1.4 Perceived negative charismatic leadership behaviours

Measuring instruments used by Popper (2002); Morrell and MacKenzie (2011) were specifically designed to measure behaviours of perceived negative charismatic leaders. The

below research questions were thus adapted from these measuring instruments as well as other studies identified in the literature review. These are used to measure the extent to which followers view their charismatic leader's behaviours as negative.

Table 5: Perceived negative charismatic leadership behaviours questions

Question Number	Question	How question was developed
PNC1_B10	My leader communicates a convincing vision in time of crisis but uses it to make their self-look good.	(Popper, 2002; Samnani & Singh, 2013)
PNC1_B15	Recommendations made by my leader whether they are good or bad, are always accepted and followed unconditionally.	(Popper, 2002; Bel, 2010; Morrell & MacKenzie, 2011)
PNC1_B18	My leader is masterful at coming up with great ideas, but does not accept suggestions from anyone else.	(Morrell & MacKenzie, 2011)
PNC2_B14	My leader uses their charming behaviour to benefit them self.	(Popper, 2002; Morrell & MacKenzie, 2011; Sosik et al., 2014)
PNC3_B21	My leader expects me to work long hours in order to execute their grand ideas and is only happy when they get the personal benefit from my hard work.	(Popper, 2002; Morrell & MacKenzie, 2011; Sosik et al., 2014)
PNC4_B19	My leader is rarely wrong and seldom shares with me details of their mistakes.	(Samnani & Singh, 2013)

4.7.1.5 Employee Voice

This study used a four-item self-measure of voice, adapted from (Farh, Hackett & Liang, 2007; Hsiung, 2012; Duanxu et al., 2015). The four items that compose this measure are tabulated below;

All items were rated on a 5-point scale with similar anchors as identified above.

Table 6: Employee voice questions

Question Number	Question	How question was developed
EV1_C23	I point out inefficiencies in the organisation and suggest improvements on procedures and processes to my leader.	(Farh, Hackett & Liang, 2007; Duanxu et al., 2015)
EV2_C26	My leader asks me to provide feedback about how they are performing as a leader.	(Duanxu et al., 2015)
EV3_C24	I am compelled to be honest and frank in my organisation.	(Hsiung, 2012; Farh, Hackett & Liang, 2007; Duanxu et al., 2015)
EV4_C25	I feel that the organisation is interested in my opinions.	(Duanxu et al., 2015)

4.7.2 Pre-testing of the Questionnaire

The questionnaire contains 31 questions which include demographic and variables related to the research questions. Pre testing of the instrument was carried out not only to confirm validity and reliability but to also ensure that the questions were easy to understand (Saunders & Lewis, 2014). As part of the pre-testing process, the survey was conveniently administered to 10 close individuals that met the population criteria. With the aim to correct any problems identified before the questionnaire was sent out to a larger group, interviews were conducted with the 10 individuals in order for them to give an account of their experience in completing the questionnaire. The individuals were asked if they had encountered any problems during the pre-test such as questions that were rhetoric or difficult to understand. A few wording changes were suggested by the pre-testing group. These however did not change the messaging of the questions in any way. The feedback from the individuals also displayed that the questions were appropriate to answer the hypotheses. The individuals explained that the questionnaire was easy to understand, succinct and would definitely generate a lot of interest for participants.

The expectation is that it takes respondents less than 10 minutes to complete the questionnaire. The purpose of the pre-test was to also confirm this time thus affirming that the survey did not contain too many questions.

4.8 Data gathering process

According to Creswell (2014) data collection methods associated with quantitative studies include experiments; quasi-experiments; and non-experimental methods, like surveys. The data source for this study was a self-administered online survey that was hosted through an online surveying tool called Survey Monkey. The survey was distributed by emailing the questionnaire link to participants. A survey provides a numeric description of opinions of a population by studying a sample of that population. Due to the time constraints and for practicality purposes, it includes cross-sectional studies at a particular point in time using questionnaires for data collection – with the intent of generalizing from a sample to a population" (Creswell, 2014 p. 13). The structured questionnaire was used as the single primary data collection tool for this study.

The advantage of using this data collection method is the faster and geographically widespread distribution, potentially quicker turnaround time, more flexibility and reduced handling of hard copy questionnaires which makes collecting of data easier (Zikmund, Babin,

Carr & Griffin, 2009). Respondents who might want to analyse the questions before responding also get an opportunity to do this at their own time and most importantly anonymity is maintained which can potentially lead to more honest feedback.

The risks of this method include misinterpretation of questions by participants, low response rates and the respondents are not able to immediately seek clarification of questions should they not understand them (Becker, Bryman & Ferguson, 2012). In order to limit these risks, pilot questionnaires were sent out as indicated in section 4.7.2. This was expected to enable early identification and rectification of vague and ambiguous questions. Different respondents might however still interpret questions differently which results in inconsistent responses.

Research studies are currently fraught with low response rates and reliable data for this study lies with professional employees (employees carrying out specialized functions) and managers who all have busy schedules. To improve the response rate, the potential respondents were advised in advance that they would be receiving a questionnaire and their feedback would be greatly appreciated. This advance communication with the potential participants involved the following steps;

- Face to face, email, voice and video calls to introduce the research context, objectives and how their responses would be beneficial;
- Confidentiality and anonymity issues were discussed as well as what the research findings would be used for;
- Potential participants were advised that should they be interested in the results of the study; they were free to request for them.

When the final questionnaires were sent out;

- The above was re-iterated;
- The due date for completion of the questionnaire was highlighted;
- Follow up requests were sent out 5 days before the due date and potential participants were thanked in advance for their efforts and time. Participants were also encouraged to refer other individuals meeting the population criteria.

The sampling technique, the data gathering process and the techniques used to encourage participation allowed for data to be collected from 329 respondents. This was a response rate of 65% from the 505 emailed participants. These however included some surveys where all the questions were not answered.

4.9 Data analysis approach

To draw conclusions from a research, findings are generated from analysing data that is collected as part of the study. The data that was collected to enable answering of the research questions for this study is numeric in nature and is expressed in intervals using the Likert scale (Saunders & Lewis, 2014). Microsoft Excel and Statistical Package for Social Sciences (SPSS) are therefore appropriate data analysis tools to examine this data.
The proposed conceptual model of this study has a number of latent variables which are inferred and operationalized by a set of observable variables. To test the aforementioned hypotheses, the sections below highlight the steps that were taken to analyse the data gathered on the observable variables.

4.9.1 Summarizing of the data

All data from respondents was collected using Survey Monkey. A tabular report that shows the responses of each participant by question was generated and extracted into excel. The table was summarized to ensure that the responses per question could be easily identified. The response rate for the survey was calculated and an analysis of the number of participants that had responded to each question was also carried out. Answers to the questions that used Likert scales as response options were replaced by the numeric value of the answer. For example, “Not at all” answers were replaced by a zero (0) and “Frequently, if not always” answers were replaced by a four (4). Using excel, the data was grouped by demographic variables in order to understand the profiles and variety of respondents to the survey. Frequency tables or charts were generated and scrutinized in order to ascertain if the data contained an unfair representation of any demographic group which could potentially create bias within different groups. The summarized table was imported into SPSS where the remainder of the analysis was carried out.

4.9.2 Measuring the construct validity

The measuring instrument is made up of a set of observable variables that are meant to give insight on a smaller number of constructs or underlying variables which are identified in section 4.6.1. The questions on each underlying variable were formulated in sections 4.6.1.1 to 4.6.1.5. In order to identify the fundamental relationships between the observable variables, an exploratory factor analysis by means of calculating factors from the correlation matrix (R type factor analysis) using SPSS software was carried out.

The number of respondents for this study is greater than 200 or 5 observations per variable thus making the sample size adequate to carry out an exploratory factor analysis (de Winter,

Dodou & Wieringa, 2009). The Kaiser-Meyer-Olkin (KMO) index and the Bartlett's test of sphericity were also carried out for all the combined items to ensure that factor analysis is appropriate in this study as a data reduction tool. The KMO measure of sampling adequacy is a measurement that highlights the proportion of variance in the latent variables that might be caused by the observable variables. Bartlett's test of sphericity examines the hypothesis that the correlation matrix is an identity matrix, a high value would indicate that the variables are not related and therefore unsuitable for structure detection. KMO indices greater than 0.5 and the Bartlett's test of sphericity significant at $p<0.05$ are recommended for an acceptable factor analysis (Field, 2013).

Exploratory factor analysis also determines if the observable questions for each construct together measure the associated constructs. The analysis assumes that any observable variable may be associated with any factor. The test thus serves to also verify that each observable variable was allocated to measure the correct construct. An identification or verification of observable variables that measure a latent construct enable the values for each of the observable variables to be combined to achieve a single value which provides a better measure of the construct thus confirming construct validity.

4.9.3 Measuring reliability of the instrument

In order to establish the reliability of the responses to the questions in the research instrument, Cronbach's Alpha tests were conducted on each construct. The tests were carried out to assess how consistent the replies were for observable variables or questions that measure the same construct (Saunders & Lewis, 2014). A reliable instrument thus provides consistent results when questions that measure the same construct are presented under identical or similar conditions. According to Bonett and Wright (2015), there is no universally accepted lower limit for Cronbach's Alpha, however Hair, Black, Babin and Anderson (2010) suggest values below 0.60 to be poor and unacceptable. A lower limit of 0.6 is therefore adopted for this research.

Inter-construct relationships among observable variables are maximized when they measure the same construct. For this reason, Cronbach's alpha is widely believed to indirectly indicate the degree to which a set of questions measure a single dimensional latent construct thus resulting in the Cronbach alpha being theoretically related with factor analysis. Results for the factor analysis were also considered when analysing the Cronbach alphas for each construct.

4.9.4 Descriptive statistic for observable variables and constructs

Once the validity of each construct and reliability of the instrument had been assessed, using SPSS, descriptive statistics were performed on the data collected for each Likert scale question. The statistics that were calculated for each observable question were used to understand how participants had responded to each question and these included;

- The mean scores, which describe the central tendency and were used to understand how each question had been responded to on average (Wegner, 2012).
- The minimum scores, which were used to understand what the lowest score value for each question was.
- The maximum score, which was used to ascertain the highest score that had been obtained for each question.
- The standard deviation was used to understand how much the responses to each question differed from the mean and how dispersed the responses were (Wegner, 2012).

A question where all participants gave the response as “Frequently, if not always” would therefore have a minimum, mean and maximum score of 4 and a resulting standard deviation of zero.

Scores were then calculated for each construct as the average score for the items within that construct.
For example, to get the mean for the follower innovation construct, means for the six items that measure follower innovation as determined using the process highlighted above were added together and divided by the number of the items.

Therefore;
Follower innovation mean = (FI1_C22 mean + FI2_C29 mean + FI3_C27 mean + FI4_C30 mean + FI5_C28 mean+ FI6_C31 mean)/6

The scores that were calculated per construct were used to understand how participants had responded to each construct and these included the mean, minimum, maximum and standard deviation.

4.9.5 Comparing mean scores across sub groups

In order to understand if responses were different within the demographic groups, mean

scores per construct were compared across the different homogeneous categories. Mean scores of male and female respondents were compared by means of two-sample student t-tests. The test is appropriate when there are two independent categorical groups measuring a dependent variable (Wegner, 2012). From this test, a (p-value) that is less than 0.05 at a 95% confidence interval means that it is unlikely that the two categories have means that are equal (Wegner, 2012).

Analysis of variance (ANOVA) based on the F-distribution was used for comparisons within the age demographic, industry, years of service, job levels because there are more than two categories within these demographics groups. From this test, a (p-value) that is less than 0.05 at a 95% confidence interval means that it is unlikely that the categories have means that are equal (Wegner, 2012).

4.9.6 Assessing the relationships between the scores for the constructs

Correlation analysis is used to measure the degree and magnitude to which a change in one construct is associated with changes in another, thus measuring the relationship between the constructs (Wegner, 2012). In order to understand the relationships between each of the constructs with all the other constructs, Pearson's r correlation was conducted (Wegner, 2012). This was an appropriate test as the composite scores per construct that are calculated using the process in 4.9.4 above are analysed at the interval measurement scale. The approach was thus consistent with Boone & Boone (2012)'s suggestions that associations for Likert-scale data are ideally analysed using Pearson's r test as Likert-scale data are analysed at the interval measurement scale.

The value for the Pearson's r correlation coefficient ranges from -1 to +1. A value that is close to -1 indicates a negative strong relationship, a value that is close to + 1 denotes a positive strong relationship and if the value is closer to 0, it shows that the relationship between the two constructs is weak. A low Pearson's r correlation thus shows that the relationship between constructs is poorly described by a straight line (Wegner, 2012). A significance level of p=0.01 was used for this test.

4.9.7 Testing the hypotheses

The first three research questions that were formulated in chapter three of this study seek to understand if there is a relationship between the constructs, perceived leader charisma and a follower's willingness to come up with value adding idea; if there is a positive relationship between perceived positive charismatic leader behaviours and a follower's willingness to come

up with value adding ideas; if there is a negative relationship between perceived negative charismatic leader behaviours and a follower's willingness to come up with value adding ideas. A follower's willingness to come up with value adding ideas is synonymous with follower innovation in all the questions. To answer these three research questions, linear regression analyses were performed on each of the questions to understand what the impact of changing the independent variables would be on follower innovation. A linear regression finds the straight line equation that represents the relationship between one dependent and one independent variable (Wegner, 2012).

To answer the questions of whether employee voice is a moderating variable to the relationships identified from the first three questions, multi regression analyses were performed. Multiple regression analysis allows predicting of a dependent variable based on more than one independent variables (Wegner, 2012). In this case, employee voice is the second independent variable.

To assess how likely, the relationship between the variables in the regression analyses might have occurred by chance, a significance test was conducted. If the probability was less than or equal to 0.01, the relationship was regarded as statistically significant (Wegner, 2012).

4.10 Limitations

A limitation of the research methodology is that the sample is not random. As a purposive non probability sampling was the primary technique for choosing the research participants, part of the population therefore did not have a chance of being selected due to limited access. The samples selected are however believed to be appropriate to allow the research questions to be answered. In order to increase the chances of this limited access population being chosen, snow balling as a sampling method was the secondary sampling technique. The disadvantage of this secondary technique is that primary individuals will likely refer individuals that are very if not too similar to them. These individuals will therefore provide responses similar to the primary individual (Zikmund et al., 2009). However, this allows for greater depth of characteristics exploration and differences that would otherwise be regarded as minor become more apparent (Saunders & Lewis, 2012).

Another potential disadvantage of the snowballing technique is that data can be collected from individuals who fall outside of the population thus increasing the possibility of invalid data. To limit this risk and to ensure that control of the data collection process was maintained, each participant received a unique link of the questionnaire which could only be completed once. Participants were then requested to provide details of individuals that are suitable for completion of the questionnaire who were interested in taking part in this study. Before a

questionnaire was sent to the suggested participants, it was ensured that they meet the population criteria by finding out which organisations they worked for as well as their job level.

The population consists of individuals that are employed within the technology industry in South African as this industry has been identified to be innovative. This approach however raises the question of whether innovation also takes place in organisations that may not have been identified for any technology. Individuals from these organisations are excluded from the population and therefore do not have a chance of being chosen. The approach that was used to identify the population however guarantees that questionnaires are not sent to individuals that will not add value to the research and that the topic of interest is likely to occur in samples selected from this population.

The study focuses on a static cross-sectional survey limiting the findings to a static view. This means that the mood that a respondent is in at the time of completing the questionnaire could impact how they respond. A follower that has just been reprimanded by their leader might view them as a negative charismatic leader at that particular point in time, but might not have the same view at any other time. This risk could have been overcome by a longitudinal study, but due to the time factor, this was not feasible.

One of the disadvantages of administering an online questionnaire is that responses are unlikely to be detailed enough to offer explanatory answers to the relationships that might be identified. The key to administering an online questionnaire is also to make it as comprehensive as possible. This limits the number of questions that can be asked and further questions could provide more insight as to the nature of the relationships. It was therefore important for the design of the questionnaire to be all encompassing but also precise and comprehensive. A badly structured questionnaire can have an adverse impact on the entire study.

The standardized questions in the questionnaire limit the responses that can be provided. The researcher does not have an opportunity to understand the context or the activities that are taking place within that context. The researcher also does not have an opportunity to ask participants to justify or clarify their responses.

The questionnaire was written in English, there was a possibility that participants could interpret certain questions incorrectly. The target sample was however individuals that were purposively selected and do understand English well.

Ensuring a good response rate and that the sample is representative of the entire population can be difficult as there was no direct contact with participants.

Follower innovation which is a dependent variable in the hypothesis is subject to bias as it is a self-measure and respondents are bound to report themselves as being innovative. The target population for the research is however individuals that were deemed to be working in innovative environments, thus the expectation was for them to be innovative. This limits the risk for self-reporting bias. The preamble of the questionnaire also mentions that responses were confidential which limited the risk of participants being embarrassed to appear as if they were not innovative.

5 RESEARCH RESULTS

5.1 Introduction

This chapter presents findings from data that was gathered through participants that responded to the online survey for this study. It also facilitates an understanding of the data and tests that were performed to assist in answering of the research questions. The chapter starts by highlighting the response rate to questionnaires that were sent out and the number of responses that were received for each question. Demographic as well as descriptive statistics such as mean scores are used to explain the composition of the sample. The process carried out to measure constructs validity and reliability of the measuring instrument is discussed. Results from tests on the relationships between the constructs with follower innovation are then presented.

5.2 Survey response rate

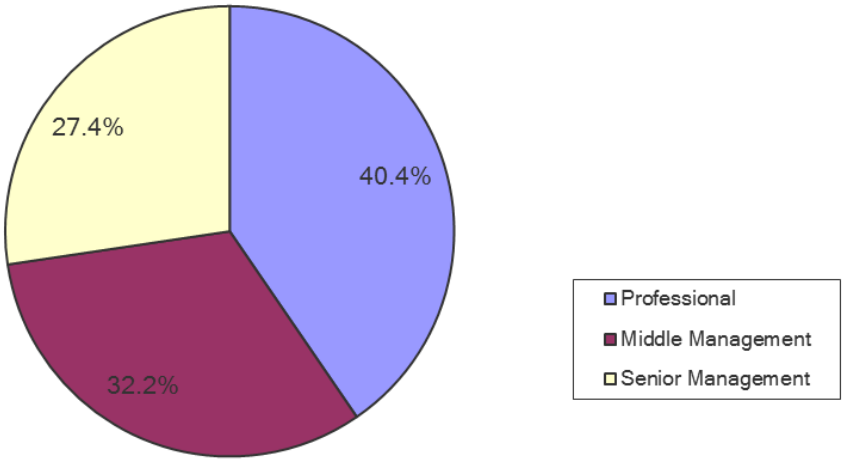
The data was collected over a period of two weeks from the 13th of July 2016 using survey monkey. Over the period, 329 attempts at the survey were observed which was above the 100 survey target indicated in section 4.5. This was a response rate of 65% from the 505 emailed questionnaire links. These however included some surveys where all the questions were not completed. The lowest number of responses per question was 289 and this was for question EV4_C25 which measures employee voice. From the 329 participants that attempted the survey, this was a completion rate of 88% for the question. Questions that were not completed were therefore not taken into account in the data analysis process. When scores for each observable variables were calculated, questions not completed were excluded from the data. When scores per construct were calculated, only responses where all the questions within the construct had been completed were taken into account and when correlations between constructs were tested, only responses from participants that had answered all questions for both constructs being compared were taken into account.

Frequency tables as well as the completion rate for each Likert scale question are show in Appendix B.

5.3 Respondent demographics which are characteristic of the population

The target population consists of individuals who are professionals, middle or senior managers that work in the technology industry in South Africa. For a respondent to be regarded as a valid participant, they were required to have indicated their job level as part of the questionnaire responses. Of the 329 responses, 133 (40%) were professionals, 106 (32%) were middle managers and 90 (27%) were senior managers. Figure 2 is a graphical presentation of the percentage contribution of each job level.

Figure 2: Percentage of respondents based on job level



The industries to which the 329 respondents belong to are shown in Table 7. The list of industries where the purposively chosen sample was identified from was pre-selected based on their innovations. Organisations where individuals that were identified through the snowballing technique were assessed to determine if they met the criteria to be classified as part of the technology industry in South Africa. From this process the agriculture and construction sectors were further identified as technology industries due to the magnitude of new innovations that are used to enhance efficiencies in these sectors (Vergori, 2014). As these industries were not included in the list of options since the purposive sample did not have individuals that work in these sectors, respondents from these two sectors most likely selected the 'other' option for the "industry you work in" question. The 'other' option makes up 47 (14%) of the total responses. The highest number of respondents by industries were from the financial services sector which includes banks. The financial services sector contributed 77 (23%) of the total sample.

Table 7: Respondents from different industries

Answer Options	Response Percent	Response Count
Healthcare	6.4%	21
Telecommunications	3.0%	10
Information Technology	13.4%	44
Energy & Utilities	3.6%	12
Transportation	3.0%	10
Manufacturing	9.1%	30
Commodities/ Materials	3.0%	10
Consumer Services	1.5%	5
Financial Services	23.4%	77
Education	1.5%	5
Government or Non-profit	4.6%	15
Professional Services	9.4%	31
Retail and Distribution	3.6%	12
Other	14.3%	47
answered question		**329**
skipped question		**0**

5.4 Other demographics of the respondents

Gender statistic for the respondents that completed the survey was relatively balanced with 166 (51%) females and 163 (49%) males. 183 (55%) of the respondents fell between ages of 30-39. The lowest number of responses by age was received from participates over 50 years who constituted 12 (4%) of the total respondents. Figure 3 and Figure 4 provide graphical representations of the percentage of the sample based on gender and age.

Figure 3: Percentage of respondents based on gender

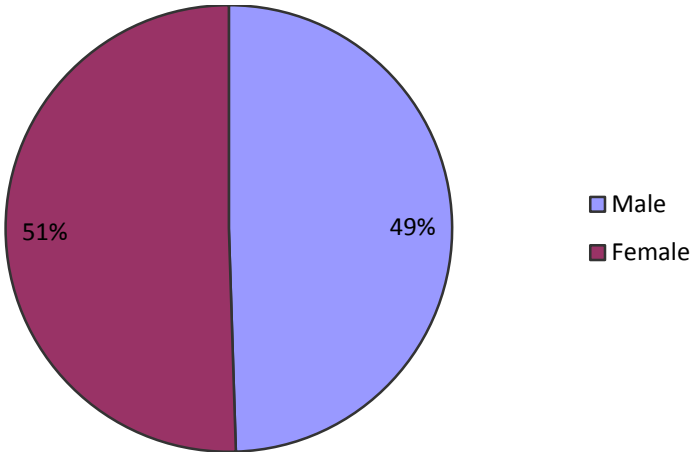
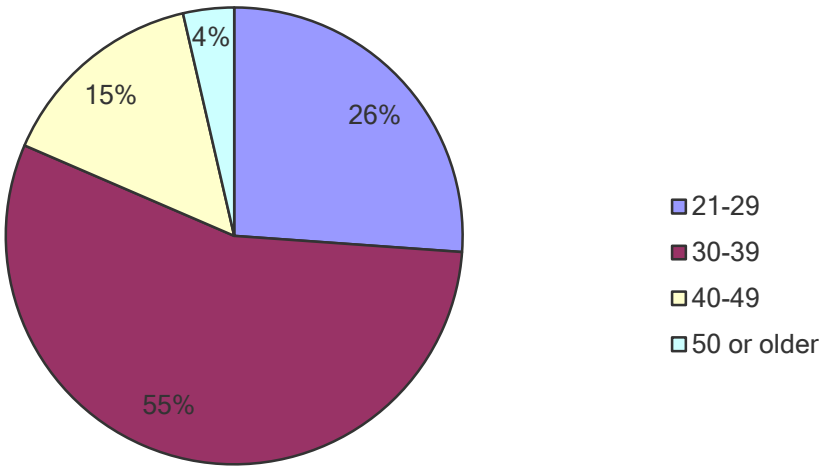


Figure 4: Percentage of respondents based on age



Demographics were also requested as a part of the survey to ensure variety in the data in respect of level of working experience and qualifications. Tests were performed in section 5.8.4 to validate if the responses to the Likert scale questions differed based on these demographic criteria. The following figures provide a graphical representation of the percentage of the sample based on years of service at a respondent's company and highest level of education completed.

Figure 5: Percentage of respondents based on highest level of education completed

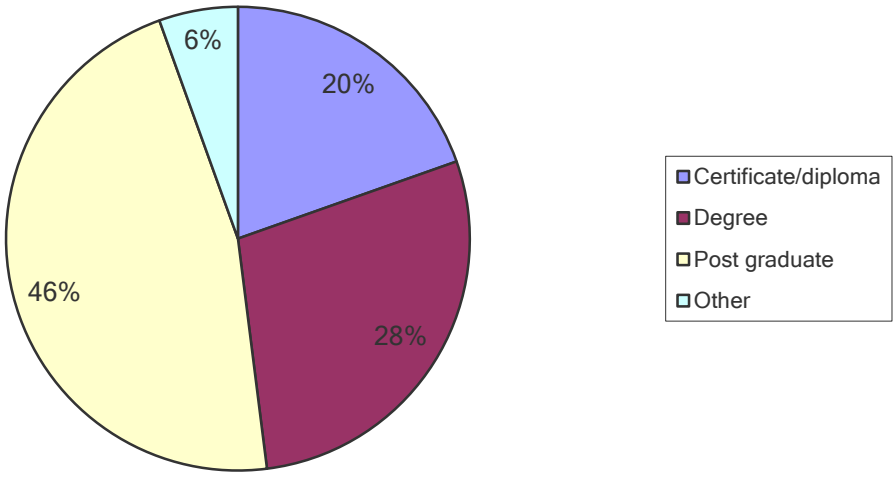
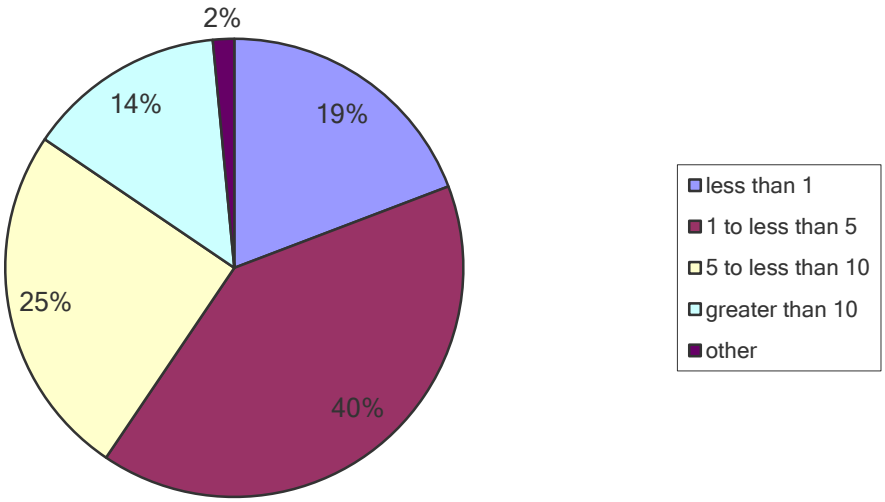


Figure 6: Percentage of respondents based on years of service at current company



5.5 Construct validity

Before any detailed tests were performed on the data, it was necessary to validate the constructs which the research questions are based on. This was done through an exploratory factor analysis. KMO and Bartlett's test for sphericity were used to determine if an exploratory factor analysis was appropriate for the data collected.

5.5.1 Kaiser Meyer Olkin (KMO) and Bartlett's test for sphericity results

The KMO measure of sampling adequacy for all the combined items is 0.909 which is greater than the recommended lower limit of 0.5. The result of the Bartlett's test for sphericity is statistically significant at $p<0.001$ (below level of significance of $p<0.05$). Results of these two tests are highlighted in Table 8 and they indicate that outcomes from a factor analysis may be

useful with the available data. This makes a factor analysis appropriate for this study.

Table 8: KMO and Bartlett's test results

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.909
Bartlett's Test of Sphericity	Approx. Chi-Square	3424.258
	df	300
	Sig.	0.000

The anti-image matrix table which is produced as part of the above tests was analysed. The diagonal of the anti-image correlation matrix is the KMO measure of sampling adequacy for individual variables. An anti-image diagonal value per observable variable of greater than 0.4 is generally accepted to reflect correlation among the variables (Field, 2013). The value for 12 of the variables was greater than 0.9, the value for 10 of the variables was between above 0.8 but lower than 0.9 and the value for 3 of the variables was between 0.7 and 0.8. No variables had a value that is below 0.7 and as a result, no variables were required to be deleted in order for a factor analysis to be conducted.

The communalities extraction using principle axis factoring from the above tests showed values greater than 0.3 for all the observable variables with the exception of questions PNC1_B15, EV2_C26 and EV3_C24 which have values of 0.296, 0.265 and 0.245 respectively. These are the same three questions that have anti-image diagonal values between 0.7 and 0.8. The communality for the principle axis indicates the aggregate influence of all the factors on a particular associated observed variable (Field, 2013). Communalities values range from zero to one, where one indicates that the variable can be fully defined by the factors and has no uniqueness. In contrast a value of zero indicates that the variable cannot be predicted at all from any of the factors (Field, 2013). A value that is high is desired as this shows that the observed dataset is reflected in the measuring instrument. The results thus show that responses to questions PNC1_B15, EV2_C26 and EV3_C24 out of the 25 questions are not as highly predictable from the other variables.

5.5.2 Exploratory factor analysis results

Using principle axis factoring as an extraction method with a varimax rotation method, the exploratory factor analysis identified 3 factors. An item was loaded onto a factor if the item's largest coefficient was associated with that factor. A coefficient closer to one shows that the question is highly associated with the factor and a coefficient closer to zero shows a lower association. Basto and Pereira (2012) recommend a minimum coefficient loading threshold of 0.3 and suggest disregarding of items with a lower loading. Detailed results of the factor analysis are indicated in Table 9.

Table 9: Exploratory factor analysis results

	1	2	3
PPC3_B13 My leader is visionary and uses it to influence others for the better.	.882		
PPC1_B9 My leader makes me feel at ease by confidently, vividly, and energetically communicating their vision in times of crisis.	.854		
PC4_B11 My leader possess an extraordinary character that makes people value and respect their opinions.	.834		
PC2_B12 My leader acts in ways that make them influential.	.816		
PC3_B8 My leader communicates in a clear, confident, energetic and vivid manner and I wish I could be like them.	.772		
PPC2_B16 My leader influences and encourages me to come up with new ideas and makes me feel empowered.	.767		
PPC5_B17 My leader influences me and suggest ways that I can further develop myself.	.737		
PC1_B7 My leader communicates a convincing vision especially in times of crisis or anxiety.	.731		
PPC4_B20 My leader comes up with good ideas but acknowledges the team for their part in coming up with the ideas.	.729		
FI5_C28 My ideas are developed into products or services that are offered to customers.		.662	
EV1_C23 I point out inefficiencies in the organisation and suggest improvements on procedures and processes to my leader.		.662	
FI1_C22 I come up with ways to improve the quality of my work and the organisation that I work for.		.661	
FI2_C29 I think about ways to improve or diversify the organisation's customer offering.		.612	
FI4_C30 I follow up on implementation of suggestions that have been suggested by others.		.603	
FI6_C31 I am actively involved in research or projects that involve implementation of new products, systems or courses within the organisation.		.569	
FI3_C27 I look forward to sharing my great ideas with my team members.		.522	
EV4_C25 I feel that the organisation is interested in my opinions.		.509	
EV2_C26 My leader asks me to provide feedback about how they are performing as a leader.		.499	
EV3_C24 I am compelled to be honest and frank in my organisation.		.417	
PNC1_B18 My leader is masterful at coming up with great ideas, but does not accept suggestions from anyone else.			.644
PNC2_B14 My leader uses their charming behaviour to benefit them self.			.637
PNC3_B21 My leader expects me to work long hours in order to execute their grand ideas and is only happy when they get the personal benefit from my hard work.			.605
PNC1_B10 My leader communicates a convincing vision in times of crisis but uses it to make themselves look good.			.578
PNC4_B19 My leader is rarely wrong and seldom shares with me details of their mistakes.			.564
PNC1_B15 Recommendations made by my leader whether they are good or bad, are always accepted and followed unconditionally.			.439

Factor 1 contains all questions that relate to the constructs for perceived charismatic leadership as well as perceived positive charismatic leadership behaviours which were formulated in section 4.7.1. All the questions for this factor have a coefficient value of above 0.7 which shows a high association among these questions. Perceived charismatic leaders communicate in vivid and emotional ways which evokes the emotions of their followers into taking action on their vision (Baur et al., 2016). In comparison, perceived positive charismatic leadership behaviours are actions that are displayed by charismatic leaders which also benefit the follower (Kempster & Parry, 2014). A follower is thus likely to view a leader that displays positive behaviours as also charismatic, consequently making it possible for the questions for these two constructs to be statistically associated.

The face validity of the questions however suggests two separate constructs even though the questions loaded onto the same factor. These constructs were therefore measured separately in order to highlight the differences between when leaders are just charismatic and when charismatic leaders also act for the benefit of the followers. Furthermore, the factor analysis indicated that all the measurable variables that had been identified to measure these two constructs do in fact together consistently measure their associated constructs.

Factor 2 contains all the questions that relate to follower innovation as well as employee voice. The assertion that for an individual to be regarded as innovative, they must have the courage and ability to communicate their ideas to their leaders makes it possible for the questions that measure follower innovation and employee voice to be associated (Wallace et al., 2016). The face validity of the questions however suggests two separate constructs even though the questions loaded onto the same factor. In addition, findings by Yukl (1998); de Vries et al (2011) proposed that followers that are led by charismatic leaders tend to become dependent on the leaders' abilities which impacts their self-belief and ability to speak up. This therefore suggested that not all followers who are led by charismatic leaders and are innovative would consequently have employee voice. This therefore necessitated separate measurement of employee voice as a separate construct. The researcher was however aware that caution should be taken in interpreting results for statistics that were measuring follower innovation and employee voice.

Despite the factor analysis results that loaded questions for follower innovation and employee voice on one factor, the analysis still confirmed that all the measurable variables that had been identified to measure these two constructs can be grouped together to consistently measure their associated constructs. All the questions that measure follower innovation have a coefficient value of above 0.5 which shows a high association among these questions. Two of the employee voice questions had a coefficient value of above 0.5 and questions EV2_C26

and EV3_C24 have coefficient values below 0.5 but above 0.4. These coefficients are above the minimum suggested threshold of 0.3, however because these similar questions also had a low communalities value as identified in section 5.1.1, results from the Cronbach's alpha which are documented in the following sections were assessed to determine if these questions were lowering the reliability of the construct. If this was the case, this would warrant omission of the questions when the construct was measured.

Factor 3 contains all the questions that relate to perceived negative charismatic leadership behaviours. Five of the questions had a coefficient value of above 0.5 and question PNC1_B15 had a value of 0.439. This is also above the minimum threshold, however as this question also had a low communalities value as identified in section 5.1.1, results from the Cronbach's alpha were assessed to determine if this question was lowering the reliability of the construct.

The hypotheses were formulated specifically in terms of five constructs which are follower innovation; perceived charismatic leadership; perceived positive charismatic leadership behaviours; perceived negative charismatic leadership behaviours; and employee voice. The factor analysis shows that the questions used to build each construct are associated in measuring the related constructs, thus confirming validity of the instrument.

5.6 Instrument reliability results

In order to measure reliability of the research instrument, Cronbach's alpha tests were performed on each of the constructs. The results showed that the measuring instrument is reliable. All the constructs had a Cronbach's alpha coefficient of at least 0.60. The scores for each construct are indicated in the following sections.

5.6.1 Follower Innovation Cronbach alpha results

Reliability for the follower innovation construct with six items is acceptable at a Cronbach's alpha of 0.762. The results in Table 10 show that deleting any of the items would not improve the Cronbach's alpha therefore all the questions for the construct are appropriate. In addition, results from the factor analysis also showed a high communality and association for the questions that measure this construct. All the questions for this construct were thus used to test the hypotheses that relate to follower innovation.

Table 10: Follower innovation reliability statistics

Cronbach's Alpha	N of Items
.762	6

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
FI1_C22 I come up with ways to improve the quality of my work and the organisation that I work for.	9.38	11.116	.529	.726
FI2_C29 I think about ways to improve or diversify the organisation's customer offering.	9.94	9.610	.556	.710
FI3_C27 I look forward to sharing my great ideas with my team members.	9.62	10.413	.472	.739
FI4_C30 I follow up on implementation of suggestions that have been suggested by others.	9.82	10.319	.516	.724
FI5_C28 My ideas are developed into products or services that are offered to customers.	10.45	8.445	.611	.690
FI6_C31 I am actively involved in research or projects that involve implementation of new products, systems or courses within the organisation.	9.75	10.010	.501	.732

5.6.2 Perceived charisma Cronbach alpha results

Reliability for the perceived charisma construct with four items is high at a Cronbach's alpha of 0.87. The results in Table 11 show that deleting any of the items would not improve the Cronbach's alpha therefore all the questions for the construct are appropriate. In addition, each question within the construct demonstrated that it correlates well with the overall scale.

Questions for this construct were formulated from the MLQ and in their study of the validity and reliability of the MLQ instrument, Muenjohn and Armstrong (2008) obtained a Cronbach's alpha of 0.86. The Cronbach's alpha result of 0.87 is thus consistent with results obtained by Muenjohn and Armstrong (2008) which further confirms suitability of the MLQ in assessing perceived leader charisma.

Table 11: Perceived charisma reliability statistics

Cronbach's Alpha	N of Items
.870	4

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PC1_B7 My leader communicates a convincing vision especially in times of crisis or anxiety.	6.83	12.597	.641	.866
PC3_B8 My leader communicates in a clear, confident, energetic and vivid manner and I wish I could be like them.	7.01	11.700	.719	.836
PC4_B11 My leader possess an extraordinary character that makes people value and respect their opinions.	6.75	11.823	.773	.814
PC2_B12 My leader acts in ways that make them influential.	6.68	11.917	.764	.818

5.6.3 Perceived positive charismatic leader behaviours Cronbach alpha results

Reliability for the perceived positive charismatic leader behaviours construct with five items is high with a Cronbach alpha of 0.914. Results in Table 12 demonstrate that deleting any of the items would not improve the Cronbach's alpha therefore all the questions are suitable for measuring the associated construct. In addition, results from the factor analysis also showed a high communality and association for the questions that measure this construct.

Table 12: Perceived positive charismatic leader behaviours reliability statistics

Cronbach's Alpha	N of Items
.914	5

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PPC1_B9 My leader makes me feel at ease by confidently, vividly, and energetically communicating their vision in times of crisis.	8.96	21.194	.769	.897
PPC3_B13 My leader is visionary and uses it to influence others for the better.	8.90	20.442	.830	.885
PPC2_B16 My leader influences and encourages me to come up with new ideas and makes me feel empowered.	8.81	20.993	.814	.888
PPC4_B20 My leader comes up with good ideas but acknowledges the team for their part in coming up with the ideas.	8.73	21.711	.719	.907
PPC5_B17 My leader influences me and suggest ways that I can further develop myself.	9.01	20.267	.776	.897

5.6.4 Perceived negative charismatic leader behaviours Cronbach alpha results

Reliability for the perceived negative charismatic leader behaviours construct with six items is acceptable with a Cronbach's alpha of 0.745. Results in Table 13 show that deleting item PNC1_B15 improves the alpha to 0.749. The table also illustrates that the scale mean, which is calculated from the mean of the covariance would be lowered when the item is deleted. This item also has a low communalities value of 0.296 and a factor analysis loading of 0.439 which is the lowest for the questions that measure perceived negative charismatic leader behaviours. As a result, the item was not taken into account when measuring the construct. The new Cronbach's alpha for the construct with five items is thus 0.749.

Table 13: Perceived negative charismatic leader behaviours reliability statistics

Cronbach's Alpha	N of Items
.745	6

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PNC1_B10 My leader communicates a convincing vision in times of crisis but uses it to make them-self look good.	7.57	19.297	.474	.711
PNC2_B14 My leader uses their charming behaviour to benefit them self.	7.62	17.923	.570	.682
PNC1_B15 Recommendations made by my leader whether they are good or bad, are always accepted and followed unconditionally.	6.98	21.962	.317	.749
PNC1_B18 My leader is masterful at coming up with great ideas, but does not accept suggestions from anyone else.	7.84	18.892	.567	.685
PNC4_B19 My leader is rarely wrong and seldom shares with me details of their mistakes.	7.70	20.606	.430	.722
PNC3_B21 My leader expects me to work long hours in order to execute their grand ideas and is only happy when they get the personal benefit from my hard work.	7.84	18.417	.534	.693

5.6.5 Employee voice Cronbach alpha results

Reliability for the employee voice construct with four items is acceptable at a Cronbach's alpha of 0.6. Items EV2_C26 and EV3_C24 had low communalities values of 0.265 and 0.245 respectively as well as factor loadings which indicated lower association compared to other items that measure the construct. Their factor loadings of 0.499 and 0.417 were however above the recommended minimum coefficient loading threshold of 0.3 (Basto & Pereira, 2012). Anti-image diagonal values of 0.925 and 0.860 which are well above the generally accepted value of 0.4 showed a high correlation of the variables in (Field, 2013). The results in Table 14 below also show that deleting these items would not improve but actually lower the Cronbach's alpha. As a result, all the questions for this construct were considered in measuring employee voice.

Table 14: Employee voice reliability statistics

Cronbach's Alpha	N of Items
.600	4

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
EV1_C23 I point out inefficiencies in the organisation and suggest improvements on procedures and processes to my leader.	6.67	7.158	.265	.600
EV3_C24 I am compelled to be honest and frank in my organisation.	6.15	6.335	.414	.500
EV4_C25 I feel that the organisation is interested in my opinions.	7.02	5.302	.519	.403
EV2_C26 My leader asks me to provide feedback about how they are performing as a leader.	8.05	5.779	.331	.571

5.7 Descriptive statistics for observable variables and constructs

Descriptive statistics for each of the questions that make up a construct are given in the following sub sections. Using these descriptive statistics, a score was calculated per construct as the average score for questions within that construct. When scores for each observable variable were calculated, questions not completed were excluded from the data. When scores per construct were calculated, only responses where all questions within the construct had been completed were taken into account. The number of responses that were taken into account for each construct is thus represented by the "Valid N (list wise)" in the descriptive statistics tables. Histograms of the scores per construct are also presented below.

5.7.1 Follower innovation scores

The follower innovation section of the questionnaire contained six questions that allowed each respondent to give a measure of how innovative they have been. As discussed in chapter four, Likert scales that were used to quantify the level of follower innovation ranged from 0 "not at all" to 4 "frequently, if not always". Frequency tables in appendix B display that for five of the six questions, the majority of survey respondents were seen to be in favour of the option 3 which shows that the respondents were "fairly often innovative". Table 15 shows the descriptive statistics for all the observable variables that were used to measure follower innovation. The table also displays the overall score for the construct.

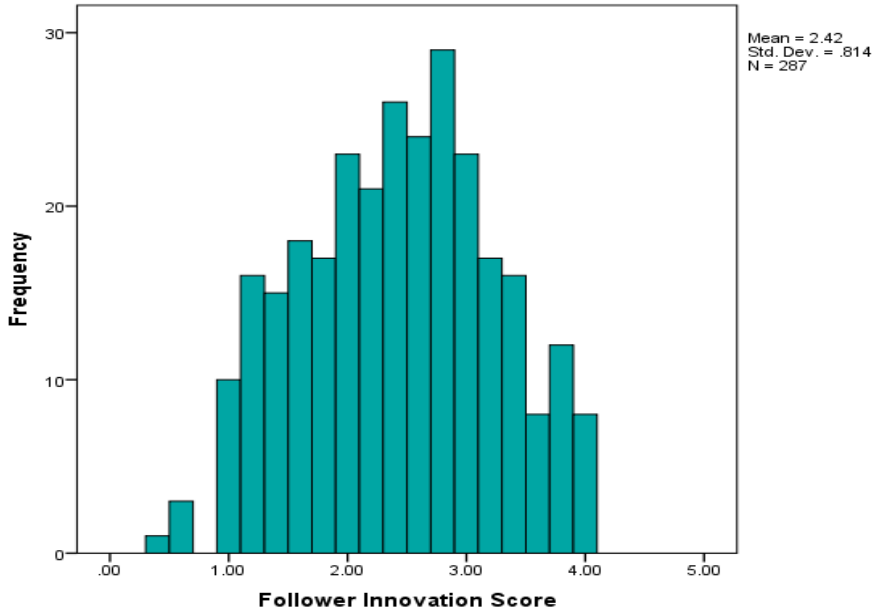
Table 15: Descriptive statistics for follower innovation

	N	Minimum	Maximum	Mean	Std. Deviation
FI1_C22 I come up with ways to improve the quality of my work and the organisation that I work for.	293	0	4	2.91	0.700
FI3_C27 I look forward to sharing my great ideas with my team members.	293	0	4	2.68	1.066
FI5_C28 My ideas are developed into products or services that are offered to customers.	291	0	4	1.83	1.293
FI2_C29 I think about ways to improve or diversify the organisation's customer offering.	290	0	4	2.34	1.121
FI4_C30 I follow up on implementation of suggestions that have been suggested by others.	290	0	4	2.49	1.016
FI6_C31 I am actively involved in research or projects that involve implementation of new products, systems or courses within the organisation.	292	0	4	2.34	1.270
Follower Innovation Score	287	.40	4	2.42	.814
Valid N (list wise)	284				

The overall mean score for follower innovation shows that on average, participants believed that they were sometimes, or fairly often innovative (M = 2.42, SD = 0.81). The minimum score for the construct is 0.4 which is higher than the "not at all innovative" option. The histogram in

Figure 7 also shows that less than 5 out of 287 (2%) respondents felt that they were not even once in a while innovative. The maximum score is 4 illustrating that there are about 8 (3%) participants that are frequently, if not always innovative. A review of the histogram as well as the overall standard deviation demonstrate that the data is not that dispersed around the mean. The overall score with the most responses or the modal value is around 2.8. The mean is thus a fair representation of the responses to the construct. The result also confirms that the sample are individuals that are innovative, which was an expected characteristic of the target population.

Figure 7: Follower innovation histogram



5.7.2 Perceived charismatic leadership scores

Four questions represent perceived charismatic leadership and they measure how followers view their leader as visionary, influential and energetic. Reviewing frequency tables in appendix B shows that the modal option selected for all the questions was 3 “fairly often charismatic”.

Table 16 shows the descriptive statistics for observable variables that are used to measure perceived charismatic leadership. The table also shows overall scores for the construct.

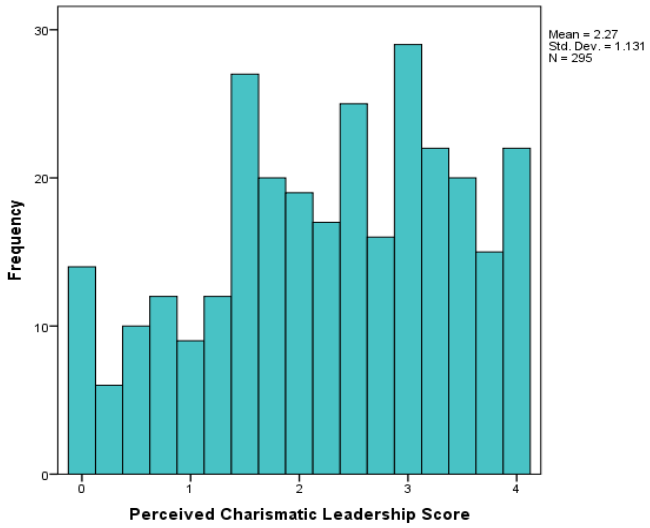
Despite the modal value for each of the observable variables, the mean score for perceived charisma indicates that on average, participants believed that their leaders were sometimes charismatic (*M* = 2.27, *SD* = 1.13). A review of the histogram in Figure 8 as well as the standard deviation shows that the data is quite dispersed around the mean with at least 13 (4%) of the participants perceiving their leaders as not at all charismatic and at least 21 (7%) participants identifying their leaders as frequently, if not always charismatic. Even though the data is dispersed around the mean, this can also indicate that the questions and ratings cover the

range of the leadership style that we were measuring.

Table 16: Descriptive statistics for perceived charismatic leadership

	N	Minimum	Maximum	Mean	Std. Deviation
PC1_B7 My leader communicates a convincing vision especially in times of crisis or anxiety.	301	0	4	2.26	1.333
PC3_B8 My leader communicates in a clear, confident, energetic and vivid manner and I wish I could be like them.	301	0	4	2.07	1.394
PC4_B11 My leader possess an extraordinary character that makes people value and respect their opinions.	297	0	4	2.34	1.308
PC2_B12 My leader acts in ways that make them influential.	298	0	4	2.41	1.303
Perceived Charismatic Leadership Score	295	.00	4	2.27	1.131
Valid N (list wise)	295				

Figure 8: Perceived charismatic leadership histogram



5.7.3 Perceived positive charismatic leader behaviours scores

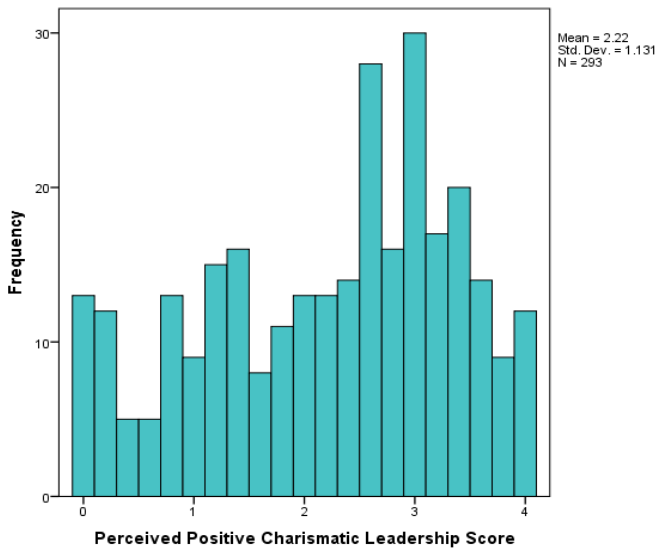
Five questions in the questionnaire measured perceived positive charismatic leadership. As much as the qualities of a positive charismatic leader are similar to a charismatic leader, the differentiating factor is that a positive leader's behaviours are more focused on being congruent with the goals of the team as a whole. The frequency tables in appendix B show that the modal Likert scale value for all the five questions was 3 "fairly often positively charismatic". Table 17 shows the descriptive statistics for the questions. The table also shows the overall score for the perceived positive charismatic leader behaviours construct.

Table 17: Descriptive statistics for perceived positive charismatic leader behaviours

	N	Minimum	Maximum	Mean	Std. Deviation
PPC1_B9 My leader makes me feel at ease by confidently, vividly, and energetically communicating their vision in times of crisis.	301	0	4	2.14	1.279
PPC3_B13 My leader is visionary and uses it to influence others for the better.	299	0	4	2.21	1.305
PPC4_B20 My leader comes up with good ideas but acknowledges the team for their part in coming up with the ideas.	300	0	4	2.37	1.280
PPC2_B16 My leader influences and encourages me to come up with new ideas and makes me feel empowered.	297	0	4	2.30	1.261
PPC5_B17 My leader influences me and suggest ways that I can further develop myself.	297	0	4	2.08	1.402
Perceived Positive Charismatic Leadership Score	293	.00	4	2.22	1.131
Valid N (list wise)	293				

The mean score of 2.22 (*SD* = 1.13) is deflated by the smaller value outliers which lie furthest to the left (Wegner, 2012). For this reason, the histogram for perceived positive charismatic leader behaviours in Figure 9 is negatively skewed or skewed to the left. The modal value which shows that followers believed that their leaders were fairly often displaying positive charismatic behaviours is thus a better measure for the data set. Over 50% of the participants had responses that are located around the modal value.

Figure 9: Perceived positive charismatic leadership histogram



5.7.4 Perceived negative charismatic leader behaviours scores

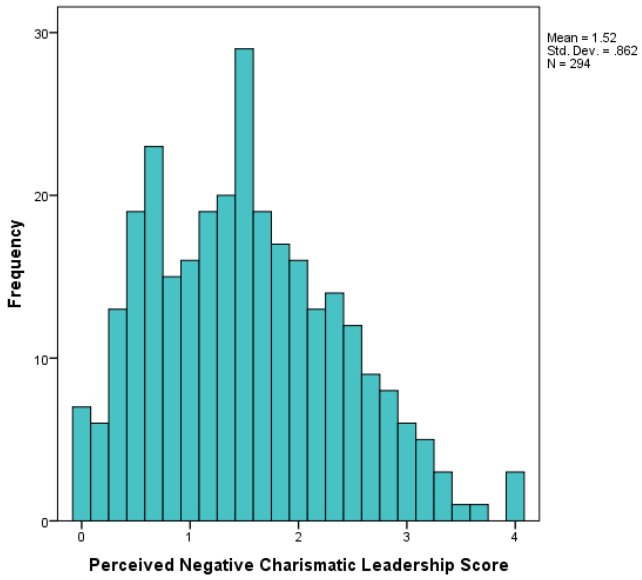
Table 18 shows that the mean for question PNC1_B15 was higher than the means for the other five questions. Consequently, Cronbach's alpha tests performed in section 5.6.4 suggested that this question should be excluded when analysing data for the perceived negative charismatic leader behaviours construct. Excluding this question reduced the mean for the construct from 1.66 to 1.52.

Table 18: Descriptive statistics for perceived negative charismatic leader behaviour

	N	Minimum	Maximum	Mean	Std. Deviation
PNC1_B10 My leader communicates a convincing vision in times of crisis but uses it to make them self-look good.	299	0	4	1.68	1.358
PNC2_B14 My leader uses their charming behaviour to benefit them self.	297	0	4	1.61	1.410
PNC1_B15 Recommendations made by my leader whether they are good or bad, are always accepted and followed unconditionally.	299	0	4	2.28	1.159
PNC1_B18 My leader is masterful at coming up with great ideas, but does not accept suggestions from anyone else.	300	0	4	1.41	1.268
PNC4_B19 My leader is rarely wrong and seldom shares with me details of their mistakes.	299	0	4	1.55	1.202
PNC3_B21 My leader expects me to work long hours in order to execute their grand ideas and is only happy when they get the personal benefit from my hard work.	300	0	4	1.41	1.386
Perceived Negative Charismatic Leadership Score before deleting PNC1_B15	294	.00	4	1.66	.798
Perceived Negative Charismatic Leadership Score after deleting PNC1_B15	294	.00	4	1.52	.862
Valid N (list wise)	294				

The mean score for the construct with five items shows that on average, participants believed that their leaders were once in a while or sometimes negative charismatic leaders (*M* = 1.52, *SD* = 0.86). A review of the histogram in Figure 10 as well as the standard deviation shows that the data is not that dispersed around the mean with a modal value similar to the mean.

Figure 10: Perceived negative charismatic leadership histogram



5.7.5 Employee voice scores

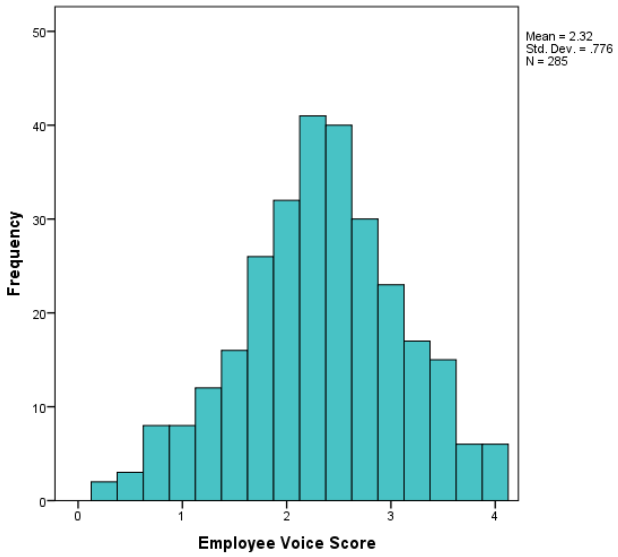
Four questions measured employee voice and the modal value for these questions varied. Despite the varying modal values, the Cronbach's alpha score in section 5.6.5 showed that these questions reliably measure the construct. Table 19 shows the descriptive statistics for the questions as well as the construct.

Table 19: Descriptive statistics for employee voice

	N	Minimum	Maximum	Mean	Std. Deviation
EV1_C23 I point out inefficiencies in the organisation and suggest improvements on procedures and processes to my leader.	292	0	4	2.63	1.008
EV3_C24 I am compelled to be honest and frank in my organisation.	290	0	4	3.14	1.046
EV4_C25 I feel that the organisation is interested in my opinions.	289	0	4	2.28	1.206
EV2_C26 My leader asks me to provide feedback about how they are performing as a leader.	292	0	4	1.26	1.335
Employee Voice Score	285	.25	4	2.32	.776
Valid N (list wise)	285				

The mean score shows that on average, participants sometimes or fairly often are able to communicate their ideas to their leaders (M = 2.32, SD = 0.78). The standard deviation shows that the data is not that dispersed around the mean as a result, the mean is a fair representation of the data set.

Figure 11: Employee voice histogram



5.8 Comparing mean scores across subgroups

The mean scores per construct were compared within the different demographic groups so as to understand if responses were different depending on demographics.

5.8.1 Comparing scores by gender

The mean scores of male and female respondents were compared using two-sample student t-tests. The results show that one statistically significant difference between the means of males and females is in the follower innovation score at the significance level of $p<0.05$. For this construct, there was a significant difference in the scores for males (M = 2.54, SD = 0.77) and women (M = 2.29, SD = 0.84) conditions; t (258) = -2.55, p = 0.011. In other words, the male respondents scored significantly higher on average than female respondents. It can be concluded from this sample that males were more willing to come up with innovative ideas, or rather perceived themselves to be more innovative. The scores between genders for the other constructs are shown in Table 20 and Table 21.

Table 20: Gender group descriptive statistics

	Gender	N	Mean	Std. Deviation
Follower Innovation Score	Female	139	**2.29**	.84
	Male	148	**2.54**	.77
Perceived Charismatic Leadership Score	Female	144	2.26	1.15
	Male	151	2.29	1.12
Perceived Positive Charismatic Leadership Score	Female	144	2.20	1.14
	Male	149	2.24	1.12
Perceived Negative Charismatic Leadership Score	Female	144	1.47	.86
	Male	150	1.56	.87
Employee Voice Score	Female	140	2.25	.80
	Male	145	2.40	.75

Table 21: Independent samples test between genders

	t-tests for equality of means			
	t	df	Sig. (2-tailed)	Mean difference
Follower Innovation Score	-2.550	285	.011	-.24296
Perceived Charismatic Leadership Score	-.210	293	.834	-.02774
Perceived Positive Charismatic Leadership Score	-.345	291	.730	-.04573
Perceived Negative Charismatic Leadership Score	-.940	292	.348	-.09454
Employee Voice Score	-1.676	283	.095	-.15357

5.8.2 Comparing scores by age groups

The ANOVA (F-test) was used to compare the scores among the age groups for each construct because there are more than two age groups in the data set. Significant differences were found at the $p<0.05$ level in the cases of perceived charismatic leadership scores for the three conditions; F (3, 291) = 5.49, p = 0.001 as well as perceived positive charismatic leadership scores, for the three conditions; F (3, 289) = 4.09, p = 0.007. For perceived charismatic leadership, the group between 30-39 years had the lowest mean score (M = 2.09, SD = 1.19) and the oldest age group being 50 years and older had the highest mean score (M = 2.73, SD = 1.19). For perceived positive charismatic leadership, the youngest group of 21-29 years had the highest mean score (M = 2.58, SD = 0.90) and the age group between 40-49 years had the lowest mean score (M = 2.00, SD = 1.16).

No significant results among the age groups for the other three constructs were found as determined by the ANOVA (F-test). The conditions for the other constructs were as follows; follower innovation scores F (3, 283) = 1.30, p = n.s, perceived negative charismatic leadership scores F (3, 290) = 0.34, p = n.s and employee voice scores F (3, 281) = 1.15, p = n.s. Table 22 shows the mean scores for all the constructs.

Table 22: Age group descriptive statistics

	Age group	N	Mean	Std. Deviation
Follower Innovation Score	21-29	78	2.3103	.81966
	30-39	160	2.5013	.81341
	40-49	39	2.2974	.80638
	50+	10	2.4200	.78003
	Total	287	2.4188	.81442
Perceived Charismatic Leadership Score	21-29	81	2.6543	.91050
	30-39	164	**2.0854**	1.19124
	40-49	40	2.1563	1.07966
	50+	10	**2.7250**	1.19286
	Total	295	2.2729	1.13094
Perceived Positive Charismatic Leadership Score	21-29	78	**2.5769**	.90424
	30-39	164	2.0915	1.18360
	40-49	41	**2.0000**	1.15672
	50+	10	2.4600	1.23666
	Total	293	2.2205	1.13143
Perceived Negative Charismatic Leadership Score	21-29	78	1.5171	.97056
	30-39	166	1.4869	.82307
	40-49	40	1.6375	.81988
	50+	10	1.5667	.83961
	Total	294	1.5181	.86183
Employee Voice Score	21-29	78	2.3365	.71034
	30-39	158	2.3323	.80575
	40-49	39	2.1795	.81303
	50+	10	2.6750	.56581
	Total	285	2.3246	.77563

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Follower Innovation Score	Between Groups	2.581	3	.860	1.301	.274
	Within Groups	187.117	283	.661		
	Total	189.698	286			
Perceived Charismatic Leadership Score	Between Groups	20.140	3	6.713	5.489	**.001**
	Within Groups	355.893	291	1.223		
	Total	376.033	294			
Perceived Positive Charismatic Leadership Score	Between Groups	15.207	3	5.069	4.085	**.007**
	Within Groups	358.591	289	1.241		
	Total	373.797	292			
Perceived Negative Charismatic Leadership Score	Between Groups	.755	3	.252	.337	.799
	Within Groups	216.870	290	.748		
	Total	217.625	293			
Employee Voice Score	Between Groups	2.069	3	.690	1.148	.330
	Within Groups	168.784	281	.601		
	Total	170.853	284			

5.8.3 Comparing scores by industry

The ANOVA (F-test) was also used to compare the scores among the different industries and there are no statistically significant differences noted among the scores for all the constructs at a significance level of $p<0.05$. The conditions for each of the constructs were as follows; follower innovation scores F (13, 273) = 0.95, p = n.s, perceived charismatic leadership scores F (13, 281) = 1.45, p = n.s, perceived positive charismatic leadership scores F (13, 279) = 0.79, p = n.s. perceived negative charismatic leadership scores F (13, 280) = 0.61, p = n.s and employee voice scores F (13, 271) = 0.65, p = n.s. Table 23 shows these ANOVA results for each construct. These results suggest that based on the participants of this study, there were no significant differences found between responses from leaders and followers across technology organisations.

Table 23: Industry group ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Follower Innovation Score	Between Groups	8.229	13	.633	.952	.499
	Within Groups	181.470	273	.665		
	Total	189.698	286			
Perceived Charismatic Leadership Score	Between Groups	23.652	13	1.819	1.451	.136
	Within Groups	352.381	281	1.254		
	Total	376.033	294			
Perceived Positive Charismatic Leadership Score	Between Groups	13.263	13	1.020	.790	.671
	Within Groups	360.534	279	1.292		
	Total	373.797	292			
Perceived Negative Charismatic Leadership Score	Between Groups	5.994	13	.461	.610	.845
	Within Groups	211.631	280	.756		
	Total	217.625	293			
Employee Voice Score	Between Groups	5.125	13	.394	.645	.815
	Within Groups	165.728	271	.612		
	Total	170.853	284			

5.8.4 Comparing scores by years of service

The means are significantly different at the $p<0.05$ level in the cases of perceived charismatic leadership scores for the three conditions; F (3, 285) = 6.37, $p < 0.001$ and perceived positive charismatic leadership scores for the conditions F (3, 283) = 5.25, p = 0.002. In both cases, the group with less than 1 year served had the highest mean scores (M = 2.69, SD = 1.00) and (M = 2.66, SD = 0.86) respectively for the two constructs. Respondents with 5-10 years had the lowest mean score (M = 1.86, SD = 1.15) and (M = 1.90, SD = 1.23) for the two

respective constructs. Table 24 shows the mean scores for all the constructs tested as well as the conditions for each test.

Table 24: Years of service descriptive statistics

		N	Mean	Std. Deviation
Follower Innovation Score	Less than 1 year	56	2.4607	.79445
	1 to less than 5 years	115	2.4330	.84227
	5 to less than 10 years	68	2.3382	.81498
	Greater than 10 years	42	2.4333	.76499
	Total	281	2.4157	.81208
Perceived Charismatic Leadership Score	Less than 1 year	58	**2.6940**	1.00114
	1 to less than 5 years	118	2.3369	1.10814
	5 to less than 10 years	69	**1.8587**	1.15482
	Greater than 10 years	44	2.1477	1.14033
	Total	289	2.2656	1.13450
Perceived Positive Charismatic Leadership Score	Less than 1 year	57	**2.6596**	.86186
	1 to less than 5 years	117	2.2427	1.14103
	5 to less than 10 years	69	**1.9043**	1.23460
	Greater than 10 years	44	2.0364	1.10834
	Total	287	2.2125	1.13513
Perceived Negative Charismatic Leadership Score	Less than 1 year	59	1.4689	.99446
	1 to less than 5 years	114	1.5263	.83718
	5 to less than 10 years	71	1.4695	.77168
	Greater than 10 years	44	1.6780	.88950
	Total	288	1.5237	.86290
Employee Voice Score	Less than 1 year	57	2.3333	.69490
	1 to less than 5 years	111	2.4032	.80986
	5 to less than 10 years	68	2.2059	.76288
	Greater than 10 years	43	2.2965	.78539
	Total	279	2.3244	.77220

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Follower Innovation Score	Between Groups	.569	3	.190	.285	.836
	Within Groups	184.082	277	.665		
	Total	184.651	280			
Perceived Charismatic Leadership Score	Between Groups	23.278	3	7.759	6.366	**.000**
	Within Groups	347.402	285	1.219		
	Total	370.680	288			
Perceived Positive Charismatic Leadership Score	Between Groups	19.421	3	6.474	5.248	**.002**
	Within Groups	349.094	283	1.234		
	Total	368.515	286			
Perceived Negative Charismatic Leadership Score	Between Groups	1.434	3	.478	.640	.590
	Within Groups	212.265	284	.747		
	Total	213.699	287			
Employee Voice Score	Between Groups	1.682	3	.561	.939	.422
	Within Groups	164.088	275	.597		
	Total	165.769	278			

5.8.5 Comparing scores by job level

Significant differences were recorded between means of job level groups with respect to the follower innovation score and employee voice score significant at the level of $p<0.05$. The three conditions for the follower innovation tests were F (2, 278) = 7.01, p = 0.001 and the conditions for the employee voice test were F (2, 277) = 2.97, p = 0.43. In both cases, the senior managers had the highest mean scores (M = 2.73, SD = 0.82) and (M = 2.50, SD = 0.81) for the two constructs respectively and the middle managers had the lowest mean score (M = 2.28, SD = 0.72) and (M = 2.21, SD = 0.73) for the two respect constructs. Based on the results for the participants of this study, it seems that individuals at a senior manager level are more innovative and feel more at ease to communicate their ideas to their leaders. This could be attributed to the fact that they have more experienced and are thus more confident. Table 25 shows the mean scores of all the constructs as well as the conditions for each test.

Table 25: Job level descriptive statistics

		N	Mean	Std. Deviation
Follower Innovation Score	Professional	117	2.3624	.83663
	Middle Manager	92	**2.2848**	.71667
	Senior Manager	72	**2.7278**	.81900
	Total	281	2.4306	.81156
Perceived Charismatic Leadership Score	Professional	122	2.3135	1.13798
	Middle Manager	97	2.0928	1.05408
	Senior Manager	71	2.3873	1.21287
	Total	290	2.2578	1.13233
Perceived Positive Charismatic Leadership Score	Professional	118	2.2847	1.12056
	Middle Manager	97	2.0969	1.08286
	Senior Manager	73	2.2712	1.22854
	Total	288	2.2181	1.13590
Perceived Negative Charismatic Leadership Score	Professional	118	1.5099	.92919
	Middle Manager	97	1.5120	.86108
	Senior Manager	73	1.5365	.76186
	Total	288	1.5174	.86356
Employee Voice Score	Professional	115	2.3130	.78419
	Middle Manager	95	**2.2079**	.72992
	Senior Manager	70	**2.5036**	.81260
	Total	280	2.3250	.77898

ANOVA		Sum of Squares	df	Mean Square	F	Sig.
Follower Innovation Score	Between Groups	8.859	2	4.430	7.014	**.001**
	Within Groups	175.558	278	.632		
	Total	184.417	280			
Perceived Charismatic Leadership Score	Between Groups	4.211	2	2.106	1.650	.194
	Within Groups	366.334	287	1.276		
	Total	370.545	289			
Perceived Positive Charismatic Leadership Score	Between Groups	2.155	2	1.077	.834	.435
	Within Groups	368.151	285	1.292		
	Total	370.306	287			
Perceived Negative Charismatic Leadership Score	Between Groups	.036	2	.018	.024	.976
	Within Groups	213.988	285	.751		
	Total	214.024	287			
Employee Voice Score	Between Groups	3.551	2	1.776	2.968	**.043**
	Within Groups	165.749	277	.598		
	Total	169.300	279			

5.8.6 Comparing scores by highest level of education completed

There were no mean scores for any of the constructs that were significantly different at $p<0.05$ among the homogenous sub groups based on highest level of education completed. Similar individuals are either professionals, middle or senior managers as a result, their experience is likely to play a greater role in their perceptions rather than the highest level of education completed. Table 26 thus serves to indicate the conditions for each ANOVA (F test) per construct.

Table 26: Highest level of education completed ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Follower Innovation Score	Between Groups	1.717	2	.859	1.249	.290
	Within Groups	103.111	150	.687		
	Total	104.829	152			
Perceived Charismatic Leadership Score	Between Groups	1.975	2	.987	.838	.434
	Within Groups	184.947	157	1.178		
	Total	186.921	159			
Perceived Positive Charismatic Leadership Score	Between Groups	1.398	2	.699	.612	.543
	Within Groups	176.957	155	1.142		
	Total	178.354	157			
Perceived Negative Charismatic Leadership Score	Between Groups	1.815	2	.908	1.277	.282
	Within Groups	110.204	155	.711		
	Total	112.019	157			
Employee Voice Score	Between Groups	.127	2	.064	.116	.890
	Within Groups	81.647	149	.548		
	Total	81.775	151			

5.9 Relationships between the scores for the constructs

The correlation coefficients between the constructs are given in Table 27. The table also shows that when correlations between constructs were tested, only responses from participants that had answered all questions for the two constructs being compared were taken into account.

Table 27: Correlations between the constructs

		Follower Innovation Score	Perceived Charismatic Leadership Score	Perceived Positive Charismatic Leadership Score	Perceived Negative Charismatic Leadership Score	Employee Voice Score
Follower Innovation Score	Pearson Correlation	1	.360**	.405**	-.007	.662**
	Sig. (2-tailed) (P-value)		.000	.000	.906	.000
	N	287	282	280	281	279
Perceived Charismatic Leadership Score	Pearson Correlation	.360**	1	.871**	-.173**	.475**
	Sig. (2-tailed) (P-value)	.000		.000	.003	.000
	N	282	295	288	289	281
Perceived Positive Charismatic Leadership Score	Pearson Correlation	.405**	.871**	1	-.250**	.566**
	Sig. (2-tailed) (P-value)	.000	.000		.000	.000
	N	280	288	293	287	278
Perceived Negative Charismatic Leadership Score	Pearson Correlation	-.007	-.173**	-.250**	1	-.192**
	Sig. (2-tailed) (P-value)	.906	.003	.000		.001
	N	281	289	287	294	281
Employee Voice Score	Pearson Correlation	.662**	.475**	.566**	-.192**	1
	Sig. (2-tailed) (P-value)	.000	.000	.000	.001	
	N	279	281	278	281	285

**. Correlation is significant at the 0.01 level (2-tailed).

The correlations between the various constructs are positive, except for the perceived negative charismatic leadership behaviours scores which are negatively correlated with the other constructs. All the correlation coefficients are significant at the $p< 0.01$ except for the correlation coefficient between follower innovation score and perceived negative charismatic score which is not statistically significant, $r = -.007$, $p= 0.906$.

For the positive relationships that were identified, strong relationships where r was above 0.5 were identified between the following constructs;

- Follower innovation and employee voice, $r = 0.66$, $p < 0.001$, thus suggesting that, from the sample of this study, employees who are free and able to communicate their ideas, are also innovative.
- Perceived positive charismatic leadership behaviours and employee voice, r = 0.57, $p < 0.001$, suggesting that those participants who are led by charismatic leaders with positive behaviours, are free to communicate and suggest their ideas to these leaders. This could also mean that when the participants of this study are able to speak their minds, their leaders are inclined to behave in a more positive manner.
- Perceived charismatic leadership and perceived positive charismatic leadership behaviours, $r = 0.87$, $p < 0.001$, thus suggesting that those leaders who behave in a positive manner are better perceived as charismatic leaders from the sample of this research.

For the negative relationships that were identified, the following were significant but the strength of associated was low;

- Perceived negative charismatic leadership behaviours and employee voice, $r = -0.19$, $p = 0.001$, thus suggesting that when charismatic leader behaviours are negative, the sample of employees for this study are not free to communicate and suggest ideas to their leaders. This could also mean that when the participants of this survey do not voice their opinions, their leaders are inclined to behave in ways that benefit the leaders and not their followers as the followers will not speak up against such negative behaviours. The impact of these two relationships is however not as strong as those identified for perceived positive charismatic leadership behaviours and employee voice.
- Perceived charismatic leadership and perceived negative charismatic leadership behaviours, $r = 0.17$, $p = 0.003$, thus suggesting that leaders who behave in a negative manner are less perceived as charismatic leaders by the sample of this study. The strength of this negative relationship is however weak even though it is significant.

- Perceived negative charismatic leadership and perceived positive charismatic leadership behaviours, $r = 0.25$, $p < 0.001$, thus showing the moderate difference between the behaviours of the two leadership styles as perceived by the participants of this research.

5.10 Results for the hypotheses tests

Regression analyses were performed to test the hypotheses at a significance level of $p < 0.01$. The sections below document the findings for each hypothesis. The sections start by stating the null and alternate hypothesis for each research question, the results of the regression analysis are then stated in a standardized format with a more detailed view presented in regression analysis tables. In this section, the actual p values for each regression analysis are noted as part of the conditions for the relationships identified. After the table for each regression analysis is presented, the key results for each hypothesis are reworded to enable better understanding of the results for readers of this research.

Null hypothesis 1: There is no relationship between perceived leader charisma and a follower's willingness to come up with value adding ideas.

Alternate hypothesis 1: There is a relationship between perceived leader charisma and a follower's willingness to come up with value adding ideas.

Linear regression analysis was used to test if perceived charismatic leadership could significantly predict follower innovation. The output of the regression is indicated in Table 28. A significant regression equation was found $F(1,280) = 41.577$, $p < 0.001$), with an R^2 of 0.129. Participants' predicted follower innovation is equal to 1.834+0.256 PCL. Where PCL is an abbreviation for perceived charismatic leadership.

Table 28: Hypothesis 1 linear regression analysis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.360[a]	.129	.126	.75682

a. Predictors:(Constant), Perceived Charismatic Leadership Score(PCL)
b. Dependent Variable: Follower Innovation Score (FI)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.814	1	23.814	41.577	.000[b]
	Residual	160.378	280	.573		
	Total	184.192	281			

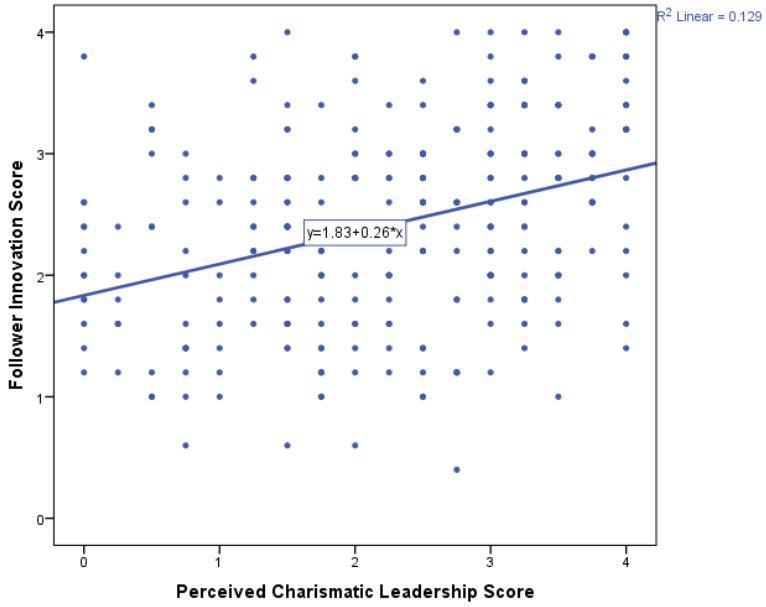
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.834	.102		18.053	.000
	Perceived Charismatic Leadership Score	.256	.040	.360	6.448	.000

a. Dependent Variable: Follower Innovation Score

In other words, the correlation coefficient (R) of 0.36 indicates that perceived charismatic leadership is moderately correlated to follower innovation. The adjusted R square in the results indicates that perceived charismatic leadership explains 12.6% of the variability of follower innovation. Follower innovation thus increased by 0.256 for every unit increase of perceived leader charisma. The regression coefficient is significant with a p-value of less than 0.001. The null hypothesis is thus rejected at the 1% level of significance. The follower innovation prediction equation for the relationship which was identified as FI = 1.834 + 0.256 PCL is also presented in the Figure 12.

Figure 12: Perceived charismatic leadership vs follower innovation graph



Null hypothesis 2: There is no relationship between perceived positive charismatic leader behaviours and a follower's willingness to come up with value adding ideas.

Alternate hypothesis 2: There is a positive relationship between perceived positive charismatic leader behaviours and a follower's willingness to come up with value adding ideas.

Linear regression analysis was used to test if perceived positive charismatic leader behaviours could significantly predict follower innovation. The output of the regression is indicated in Table 29. A significant regression equation was found F (1,287) =54.391, p <0.000), with an R^2 of 0.164. Participants' predicted follower innovation is equal to 1.763+0.292 PPCL where PPCL represents perceived positive charismatic leader behaviours.

Table 29: Hypothesis 2 linear regression analysis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.405[a]	.164	.161	.74873

a. Predictors: (Constant), Perceived Positive Charismatic Leadership Score (PPCL)

b. Dependent Variable: Follower Innovation Score (FI)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.491	1	30.491	54.391	.000[b]
	Residual	155.845	278	.561		
	Total	186.336	279			

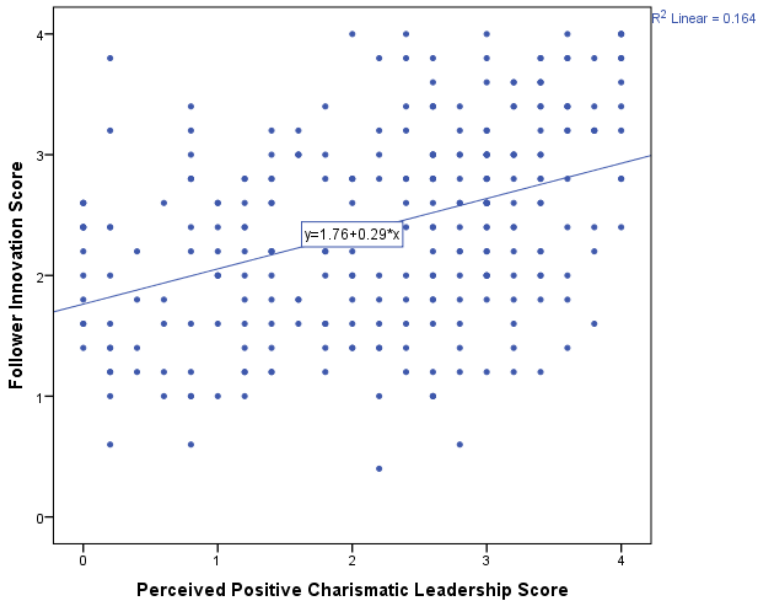
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.763	.098		17.916	.000
	Perceived Positive Charismatic Leadership Score	.292	.040	.405	7.375	.000

a. Dependent Variable: Follower Innovation Score (FI)

In other words, the correlation coefficient (R) of 0.405 indicates that perceived positive charismatic leadership behaviours are moderately correlated to follower innovation. The adjusted R square in the results indicates that perceived positive charismatic leadership behaviours explain 16.1% of the variability of follower innovation. Follower innovation thus increased by 0.292 for every unit increase of perceived positive charismatic leader behaviours. The regression coefficient is significant with a p-value of less than 0.001. The null hypothesis is rejected at the 1% level of significance. The follower innovation prediction equation which was identified as FI = 1.763 + 0.292 PPCL is represented in Figure 13.

Figure 13: Perceived positive charismatic leadership behaviours vs follower innovation graph



Null hypothesis 3: There is no relationship between perceived negative charismatic leader behaviours and a follower's willingness to come up with value adding ideas.

Alternate hypothesis 3: There is a negative relationship between perceived negative charismatic leader behaviours and a follower's willingness to come up with value adding ideas.

Linear regression analysis was used to test if perceived negative charismatic leader behaviours could significantly predict follower innovation. The output of the regression is indicated in Table 30. No significant relationship was found F (1,279) =0.014, p =0.906), with an R^2 of 0.

Table 30: Hypothesis 3 linear regression analysis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.007[a]	.000	-.004	.80095

a. Predictors: (Constant), Perceived Negative Charismatic Leadership Score (PNCL)

c. Dependent Variable: Follower Innovation Score (FI)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.009	1	.009	.014	.906[b]
	Residual	178.986	279	.642		
	Total	178.994	280			

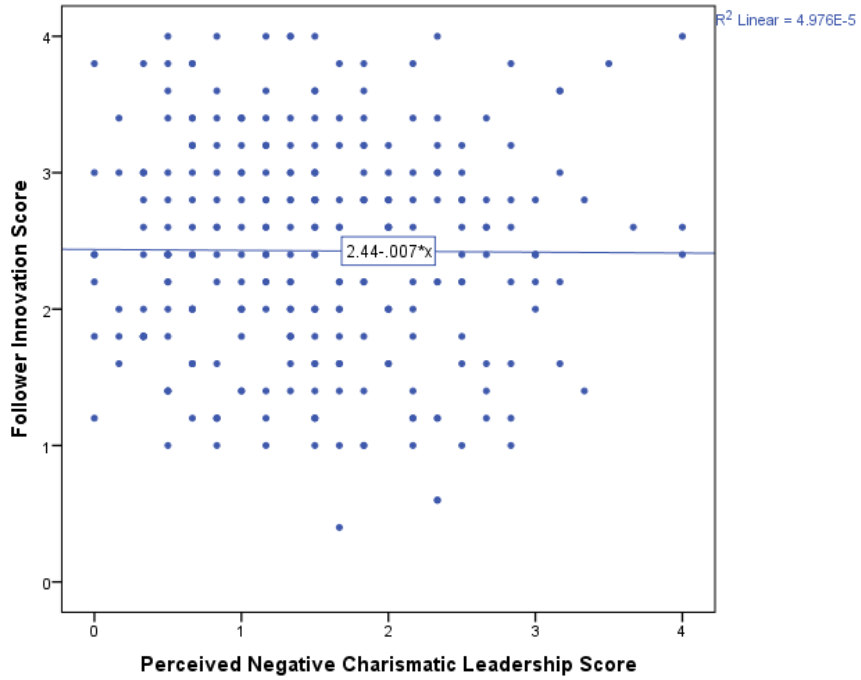
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.437	.097		25.243	.000
	Perceived Negative Charismatic Leadership Score	-.007	.056	-.007	-.118	.906

a. Dependent Variable: Follower Innovation Score (FI)

In other words, the regression coefficient is not significantly different from zero. The null hypothesis that there is no relationship between perceived negative charismatic leader behaviours and a follower's willingness to come up with value adding ideas thus not rejected. Figure 14 depicts these findings.

Figure 14: Perceived negative charismatic leadership behaviours vs follower innovation graph



Null hypothesis 4: The relationship between perceived leader charisma and a follower's willingness to come up with value adding ideas is not moderated by employee voice.

Alternate hypothesis 4: The relationship between perceived leader charisma and a follower's willingness to come up with value adding ideas is moderated by employee voice.

The moderation is modelled by means of an interaction term PCL (perceived charismatic leadership) x EV (Employee voice). The output of the multiple regression is indicated Table 31. A significant regression equation was found F (2,272) =94.406, p <0.000), with an R^2 of 0.410. Participants' predicted follower innovation is equal to 2.128 + 0.243 PCL x EV – 0.480 PCL. Where PCL is an abbreviation for perceived charismatic leadership and EV is an abbreviation for employee voice. Both perceived charismatic leadership and employee voice were significant predictors of follower innovation.

Table 31: Hypothesis 4 multiple regression analysis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.640[a]	.410	.405	.61583

a. Predictors: (Constant), PCLxEV, PCL

b. Dependent Variable: Follower Innovation Score (FI)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.607	2	35.803	94.406	.000[b]
	Residual	103.156	272	.379		
	Total	174.763	274			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.128	.087		24.558	.000
	PCL	-.480	.071	-.679	-6.802	.000
	PCLxEV	.243	.021	1.157	11.586	.000

a. Dependent Variable: Follower Innovation Score (FI)

In other words, the correlation coefficient (R) of 0.640 indicates that when employees are able and free to speak up, perceived charismatic leadership is strongly correlated to follower innovation. The presence of employee voice increases the percentage that perceived charismatic leadership explains the variability of follower innovation from 12.6% to 40.5%. The PCL coefficient and the PCL x EV coefficient are both significantly different from zero. The null hypothesis is thus rejected. The prediction equation for the relationships was noted as FI = 2.128 + 0.243 PCL x EV – 0.480 PCL. This can be re-arranged to FI = 2.128 + (0.243EV – 0.480) PCL, thus the regression coefficient of PCL (perceived charismatic leadership) is modified by EV (employee voice)

Null hypothesis 4a: The relationship between perceived positive charismatic leader behaviours and a follower's willingness to come up with value adding ideas is not moderated by employee voice.

Alternate hypothesis 4a: The relationship between perceived positive charismatic leader behaviours and a follower's willingness to come up with value adding ideas is moderated by employee voice.

The moderation is modelled by means of an interaction term PPCL (perceived positive charismatic leadership behaviours) x EV (Employee voice). The output of the multiple regression is indicated in Table 32. A significant regression equation was found F (2,269) =90.415, p <0.000), with an R^2 of 0.402. Participants' predicted follower innovation is equal to 2.088 + 0.237 PPCL x EV – 0.454 EV. Where PPCL is an abbreviation for perceived positive charismatic leadership behaviours and EV is an abbreviation for employee voice. Both perceived positive charismatic leadership behaviours and employee voice were significant predictors of follower innovation.

Table 32: Hypothesis 4a multiple regression analysis

Model Summary[b]

1	.634[a]	.402	.398	.62354

a. Predictors: (Constant), PPCL x EV, Perceived Positive Charismatic Leadership Score (PPCL)

b. Dependent Variable: Follower Innovation Score (FI)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.307	2	35.154	90.415	.000[b]
	Residual	104.588	269	.389		
	Total	174.895	271			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.088	.088		23.658	.000
	PPCL	-.454	.077	-.640	-5.932	.000
	PPCLxEV	.237	.022	1.144	10.612	.000

a. Dependent Variable: Follower Innovation Score

In other words, the correlation coefficient (R) of 0.634 indicates that when employees are able and free to speak up, perceived positive charismatic leadership behaviours are strongly correlated to follower innovation. The presence of employee voice increases the percentage that perceived positive charismatic leadership behaviours explain the variability of follower innovation from 12.1% to 39.8%. The regression coefficients of PPCL and PPCL x EV are both significantly different from 0. The null hypothesis is rejected. The prediction equation was

FI = 2.088 + 0.237 PPCL x EV – 0.454 EV. This can be re-arranged to FI = 2.088 + (0.237EV – 0.454) PPCL, the regression coefficient of perceived positive charismatic leadership behaviours is therefore modified by employee voice.

Null hypothesis 4b: The relationship between perceived negative charismatic leader behaviours and a follower's willingness to come up with value adding ideas is not moderated by employee voice.

Alternate hypothesis 4b: The relationship between perceived negative charismatic leader behaviours and a follower's willingness to come up with value adding ideas is moderated by employee voice.

The moderation is modelled by means of an interaction term PNCL (perceived negative charismatic leadership behaviours) x EV (Employee voice). The output of the multiple regression is indicated in Table 33. A significant regression equation was found F (2,272) =66.764, p <0.000), with an R^2 of 0.329. Participants' predicted follower innovation is equal to 2.388 + 0.343 PNCL x EV – 0.742 PNCL. Where PNCL is an abbreviation for perceived negative charismatic leadership behaviours and EV is an abbreviation for employee voice.

Table 33: Hypothesis 4b multiple regression analysis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.574[a]	.329	.324	.65272

a. Predictors: (Constant), PNCLxEV, Perceived Negative Charismatic Leadership Score (PNCL)

b. Dependent Variable: Follower Innovation Score (FI)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.888	2	28.444	66.764	.000[b]
	Residual	115.883	272	.426		
	Total	172.771	274			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.388	.079		30.095	.000
	Perceived Negative Charismatic Leadership Score	-.742	.078	-.806	-9.478	.000
	PNCLxEV	.343	.030	.983	11.554	.000

a. Dependent Variable: Follower Innovation Score (FI)

In other words, the correlation coefficient (R) of 0.574 indicates that when employees are able and free to speak up, the negative relationship between perceived negative charismatic leadership behaviours and follower innovation are strongly correlated. The presence of employee voice increases the percentage that perceived negative charismatic leadership behaviours explain the variability of follower innovation from 0.4% to 32.4% thus making the relationship significant. The PNCL coefficient and the PNCL x EV coefficient are both significantly different from zero. The null hypothesis is thus rejected. The prediction equation is FI = 2.388 + 0.343 PNCLxEV – 0.742 PNCL. This can be re-arranged to FI = 2.388 + (0.343EV – 0.742) PNCL. The regression coefficient of perceived negative charismatic leadership behaviours is thus modified by employee.

Whereas results for hypothesis 3 indicated an insignificant relationship between perceived negative charismatic leader behaviours and follower innovation, when employees are able to speak up, negative behaviours in charismatic leaders actually lower follower innovation.

5.11 Conclusion

The findings of this chapter based on the participants of the research survey are summarized as follows;

- There seems to be a relationship between perceived leader charisma and follower innovation. The relationship seems to be stronger when followers have employee voice.
- There seems to be a positive relationship between perceived positive charismatic leader behaviours and a follower innovation. It seems that this relationship is stronger when followers have employee voice.
- Results showed that the negative relationship between perceived negative charismatic leader behaviours and follower innovation was found to be statistically insignificant. The relationship is however significant when followers indicated that they have employee voice.

The findings presented in this chapter will be further discussed in the chapter six.

6 DISCUSSION OF RESEARCH RESULTS

6.1 Introduction

The data gathering process which is documented in section 4.8 resulted in a response rate of 65% from the e-mailed participants. Given that the data was collected over a short period of two weeks, this is an indication of the interest and excitement that the research topic generated. The last question in the measuring instrument had a completion rate of 88% which shows that respondents who attempted the survey found it to be relevant enough for them to proceed to complete the questionnaire. Tests were carried out to assess reliability of the instrument that was used to collect responses and these confirmed that the instrument is reliable. Each construct was also validated to ensure that questions that had been formulated to observe the constructs were consistently measuring the associated constructs. The purpose of this chapter was to thus discuss and integrate the research findings in chapter five with the literature review that was conducted in earlier chapters. Specific emphasis is placed on whether the results either support, contradict or add to the body of literature. It must be noted that any inferences that are made from the findings are based on the sample of this study.

The chapter starts with a discussion relating to demographics of the sample for this study. This was intended to assist in further understanding the profiles and variety of the research participants. The researcher thus attempted to analyse the composition of each of the demographic groups as well as to highlight any potential sampling bias concerns. The discussion then made inferences from the test results for each construct that was relevant in understanding the relationship between leader charisma and follower innovation. These constructs were identified in chapter two of this study as follower innovation, perceived charismatic leaderships, perceived positive charismatic leader behaviours and perceived negative charismatic leader behaviours. Employee voice was an additional construct that was suggested to be a potential moderator of the relationship between leader charisma and follower innovation.

After the results for each construct were discussed, the findings for the research hypotheses were deliberated. This section of the chapter was specifically aimed at presenting insights into the research findings in terms of both the context of the study and in light of the theory base that was discussed in earlier chapters. The section was also structured in a manner such that a research hypothesis which pertains to leader charisma and follower innovation was discussed first and immediately after that, the hypothesis of how employee voice moderates the identified relationship was discussed. In other words, hypothesis 1 which states that there is a relationship between perceived leader charisma and a follower's willingness to come up with value adding ideas was first discussed. Immediately after that, hypothesis 4, which states

that the relationship between perceived leader charisma and a follower's willingness to come up with value adding ideas is moderated by employee voice was then discussed.

The chapter ends by providing a summary diagram of the research results which also indicates the main literature that supports the findings. In conclusion, it is highlighted whether the research objectives were met.

6.2 Sample demographics

The participants of this research constituted a sample of 329 individuals who all work within the technology industry in South Africa. The individuals were required to be either professionals, middle or senior managers for the companies that they work for. All the participants thus selected one of these job levels making them valid participants. The selections showed that 40% of the participants were professionals, 32% were middle managers and 27% were senior managers. The researcher believed that this was a fair representation of each job level within the sample. When mean scores for each construct were compared across job levels in section 5.8.5, significant differences were recorded with respect to the follower innovation scores and employee voice scores. In both cases, senior managers for the sample appeared to be the most innovative and had the highest employee voice score. On the other hand, middle managers had the lowest scores for both constructs.

Reflecting back to the onset of this research, professionals, middle or senior managers were believed to be the job levels where innovation would occur in organisations (Daveri & Parisi, 2015). The researcher believed that the expectations for innovation was greater for individuals within these ranks due to their experience and education. Consequently, the population for this study was limited to these three levels. Based on the sample that responded to the survey for this study, findings showed that within this selected population, senior managers were the most innovative and free to voice their opinions as stated in the previous paragraph. These findings were supported by Zwick (2011) who justified the higher wages of senior managers by stating that they were the most innovative in organisations. Whilst the population of this study included all three levels of professionals, middle or senior managers, findings of this study could thus indicate ways of narrowing this population for future researchers to just senior managers. This potentially could improve the validity of the results.

The list of industries that the purposively selected sample was chosen from was pre-selected. The snowballing sampling technique however identified two additional industries that constitute part of the technology industry in South Africa. Whilst the identification of these additional industries was positive, the researcher was concerned that the sampling methods of this research could have excluded certain parts of the population. The sampling technique

for this research however ensured that data that was collected was relevant for this research.

The highest number of respondents by industries were from the financial services sector which includes banks. The financial services sector contributed 23% of the total sample. As the South African banking sector has the best systems and controls in the world (Wallace, 2012), respondents from this industry were expected to be innovative and the topic of interest was likely to occur within this sample. The researcher did not believe that the composition of the sample by industry would lead to any potential biases for the study. Consequently, when mean scores for each construct were compared across industries in section 5.8.3, no statistically significant differences were noted.

Gender statistics were relatively balanced between females (51%) and males (49%). It was therefore interesting to note that when scores per construct were compared using gender as a basis, males perceived themselves to be more innovative. The researcher however could not find existing literature to support this finding.

In terms of the age groups of the sample, 55% of the respondents fell between ages of 30-39. This composition was anticipated as the target population of professionals, middle and senior managers who work in the technology industry in South Africa normally fall within this age group. At this age, most individuals would have completed their professional qualifications and also get promoted into middle or senior management positions. The lowest number of responses by age was received from participates over 50 years who constituted 12 (4%) of the total respondents. At this age, individuals who are professionals would have risen up the corporate ladder to become more than senior managers and most of them fall within the leader ambit for this study. Some would have retired.

Mean scores for each construct were compared across age groups in section 5.8.2. The results showed that for perceived charismatic leadership, the group between 30-39 years had the lowest mean score and the oldest age group being 50 years and older had the highest mean score. For perceived positive charismatic leadership, the youngest group of 21-29 years had the highest mean score and the age group between 40-49 years had the lowest mean score. Although these significant differences between groups were noted, the researcher could not find existing literature to support the differences among all these age groups. The researcher wondered if for a different sample, different results could have been obtained.

Majority (46%) of the participants for the survey hold a post graduate qualification.6% of the participants however indicated that they do not have either a post graduate qualification, a degree, certificate or diploma. The researcher was thus initially concerned about including the 6% as part of the hypotheses testing. When mean scores for each construct were however

compared across the groups by highest level of education completed in section 5.8.6, no significantly different scores were noted. The researcher thus concluded that these 6% would not cause biased results in any way.

Majority of the participants (40%) also had less than five but more than one years of working experience. When mean scores for each construct were compared across the groups by years of experience in section 5.8.4, significant differences were recorded with respect to the perceived charismatic leadership scores and perceived positive charismatic leadership scores. In both cases, the group with less than 1 year served seemed to view their leaders as charismatic or charismatic with positive behaviours the most. This supports McDonald (2007) who suggested that leaders focus more on new employees as these employees are believed to be new sources of ideas. Leaders are thus likely to behave in charismatic and positive ways towards these employees. In addition to this, the author believes that new employees view their leaders as influential and positive due to their reliance on these leaders during the first years of joining organisation. This is because the leaders are usually the main sources of knowledge for the new employees. Respondents with 5-10 years scored their leaders the lowest in respect of their charisma or positive charismatic behaviours. The researcher was not sure why this would be the case.

The researcher believes that the number of participants that responded to this survey were adequate for the study. The researcher also believes that no potential sampling biases were a reason for concern within the sample.

The following sections thus discuss the findings for each of the constructs. The section then also re-emphasizes the key arguments in relation to each construct.

6.3 Follower Innovation

An analysis of the data collected for the study showed that participants viewed themselves as sometimes, or fairly often innovative. Only less than 2% of the participants felt that they were not even once in a while innovative, with 3% even suggesting that they were frequently, if not always innovative. This showed that there is innovation in the South Africa technology industry as suspected by the researcher when the population was identified from organisations within the industry. This also supported Kask and Sieber (2002) as well as Abdurazzakov (2015) whose suggestions had led the researcher to have this suspicion. Kask and Sieber (2002); Abdurazzakov (2015) had indicated that the technology industry was the hub for innovation. The researcher therefore resolved that the topic of interest was thus likely to occur in samples selected from this population. A population that is based in South Africa was also selected as it was more accessible. The findings of this research accordingly showed that the sample is

innovative and that there is innovation within their organisations.

Follower innovation was an independent variable in all the hypotheses which were formulated for this study. As indicated in the literature review, the concept of follower innovation as a business driver has been a double edged sword in respect of organisational survival. On one hand, it generated opportunities where none existed before (Gabel, 2016), on the other hand, it made established industries that failed to keep up with disruptions obsolete (Jacobides, 2013). The literature review cited an organisation such as Kodak which invented the first digital camera, yet the organisation's decision to focus on what it perceived to be core business of paper and chemicals resulted in its inability to embrace technology. The organisation no longer exists in the present day (Harris, 2014). In contrast, Fujifilm, an old rivalry of Kodak also saw its traditional business rendered obsolete, however Fujifilm managed to stay alive and thrive by transforming its business lines into cosmetics (Harris, 2014; Shih, 2016). Comparing these two businesses shows that the challenge for every business is to disrupt itself before it is disrupted by other market players. Even more essential is for organisations to cultivate a culture of follower innovation. The importance of follower innovation in organisations was thus a key driver for the objectives of this research.

As mentioned before, the target population for this study was identified from the technology industry in South Africa. For the past five years, organisations in this technology industry have also dominated the Johannesburg stock exchange top 40 index (Financial Times, 2016). Organisations that are included in this index are the largest listed companies by market capitalization in South Africa. The presence of innovative followers as a common factor in these top and successful organisations as indicated by the research findings could support the proposal made in the literature review that innovation is vital to the success of organisations (Günzel & Holm, 2013; Eiriz, et al., 2013; Petrache, 2015; Taneja et al., 2016; Hon & Lui, 2016). The research findings could also indirectly support literature which suggests that for organisations to remain or become relevant, innovation is required (Eesley, Hsu & Roberts, 2014; Revilla, Rodriguez-Prado & Cui, 2016). Organisations should therefore proactively manage their innovation capabilities (Petrick & Martinelli, 2012; Taneja et al., 2016).

The presence of innovative followers in organisations which have been noted to dominate the Johannesburg stock exchange ranks with their innovations also supports suggestions by Jafari et al. (2015). The authors stated that for organisations to be innovative, the employees are the ones that have to come up with the ideas for innovation. This study thus empirically supported that in innovative organisations, innovative followers and not just leaders are also likely to be found there. This further supported Leoncini (2016) who blamed majority of corporate failures in the present decade on organisational teams that were not innovative.

Consequently, successes in some organisations have been attributed to the innovation capabilities of their teams (Storey, Cankurtaran, Papastathopoulou & Hultink, 2016).

The section which discussed sample demographic showed how from the sample, senior managers had the highest mean score for follower innovation and how middle managers had the lowest score. These means were significantly different at a significant level of $p<0.05$. The section also showed how these findings supported Zwick (2011)'s literature despite the fact that Sergeeva (2014) had opposed the suggestion that seniority plays a role in innovation capabilities. In addition to this, these findings are of paramount importance as they suggest another way that organisations can increase innovation. This can be through acquisition or retaining of senior individuals. It was also noted that male participants indicated that they perceived themselves as more innovative compared to females.

6.4 Perceived charismatic leadership

The mean score for the perceived charismatic leadership construct indicated that on average, participants felt that their leaders were sometimes charismatic, (M = 2.27, SD = 1.13). 7% of these participants rated their leaders very highly on perceived charismatic leadership suggesting that they identified their leaders as frequently, if not always charismatic. 4% rated their leaders very low suggesting that their leaders were not at all charismatic The responses from the participants however varied around the mean as evidenced by the high standard deviation. To the researcher, the responses that were dispersed about the mean meant that greater insights could be obtained for this construct when analysis of scores among the different demographic groups were carried out.

In terms of the modal value, the data showed that most participants selected option 3 for the Likert scale questions that were measuring this construct. It therefore appears that majority of the participants believed that their leaders were fairly often charismatic. This made it possible to draw more insights from the relationship between leader charisma and follower innovation. Had all the participants indicated that their leaders were "not at all" charismatic, it would have just been inferred that there was no relationship between leader charisma and follower innovation. Limited insights could however have been further drawn from this.

The researcher was particularly interested in drawing insights around the relationship between perceived leader charisma and follower innovation because charismatic leadership recently became one of the important topics in academic research (Huang & Kao, 2014). This was driven by proposals from scholars such as Hemlin and Olsson (2011); Castro et al. (2012); Volmer et al. (2012) who made it clear that appropriate leadership is required to drive follower innovation. This was further necessitated by the fact that followers that make up the workforce

in organisations are normally the brains behind ideas that are generated into innovations (Soken & Barnes, 2014). It is thus of paramount importance that followers are motivated to become or to remain innovative. These followers therefore require consistent motivation which drives them to push the boundaries and come up with ideas. For this reason, a leader that inspires creativity is the oxygen of an organisation that is necessary to keep it alive and the role of leaders has thus increasingly become imperative (Montana et al., 2014).

A key characteristic of charismatic leaders is in their ability to inspire action through an establishment of an emotional connection with their followers (Antonakis, et al., 2011). In relation to innovation, followers thus require leaders that stimulate them to continuously accept new and ever changing business environments (Belenzon & Schankerman, 2015). Popović et al. (2014) therefore suggested that businesses that needed to drive their innovation would successfully do this if led by charismatic leaders. This was based on the presumption that charismatic leaders possessed the level of energy to influence workforces into thinking in an innovative manner.

The presumption that charismatic leaders possess the energy to influence followers was supported by findings of this study. An analysis of the mean scores for each question that relates to the perceived charismatic leadership construct in
Table 16 showed that question PC2_B12 had the highest mean score. This question states that “my leader acts in ways that make them influential”. This suggested that for leaders that are perceived as charismatic, the behaviour that is attributed the most to them by their followers is their ability to inspire. Although Zhang & Sonntag (2013) had advocated that leaders are perceived as more charismatic when they participate in behaviours that involve communication of a vision, the mean score of question PC2_B12 supports Popović et al. (2014)’s assertion that a key characteristic of charismatic leaders is their ability to influence.

As part of the section that discussed the demographics of the sample, it was noted that comparing the mean scores for perceived positive charisma by age group showed that the oldest group viewed their leaders as charismatic. Although the researcher could not find literature to support all the difference for the scores between age groups, suggestions by Roussin (2015) could be interpreted to infer that older followers require the guidance of a charismatic leader more than younger followers. Roussin (2015) identified that as individuals become older, they become more sceptical. Roussin (2015) further added that these individuals require more convincing by a leader before they accept a vision that is different from what they have always believed in. From this literature, it can therefore be inferred that innovative individuals within this age group were creative as a result of a leader that they perceived as charismatic that inspired them.

Comparing the mean scores for perceived positive charisma by years of service showed that the group that had served their organisations for less than a year viewed their leaders as more charismatic. In the section that discussed sample demographics, it was proposed that new employees are bound to be initiated into the culture of an organisation during their first year by their leader. At this stage, leaders impart organisational knowledge onto their followers and it is inevitable for them to be viewed as heroes and inspirational individuals (McDonald, 2007). Followers within this group that become innovative are likely to have been inspired by their new leaders to be innovative hence them viewing their leaders as charismatic. This also supported literature that suggested that leaders play a key role in the work lives of new employees (Suk Bong, Thi Bich Hanh & Byung, 2015).

6.5 Perceived positive charismatic leadership behaviours

Over 50% of the participants had responses that are located around the modal value which showed that respondents felt that their leaders were fairly often displaying positive charismatic behaviours. These participants believed that their leaders used their influence for the benefit of their teams. This signalled that in environments where followers are innovative, leaders with perceived positive charismatic behaviours could also be found.

Perceived positive charismatic leaders have been defined as leaders that are not self-centred and have visions that benefit their community as a whole (Popper, 2002). Other scholars have however further explained the behaviours of these leaders by adding that positive charismatic leaders are humble, energetic, trustworthy, honest and generous (Morrell & MacKenzie, 2011; Robinson & Topping, 2013). The leaders were also defined as individuals that serve their followers. This is done when they listen to the concerns of their followers and then work with those same followers to ensure that their concerns are addressed (Ching-Hsiang, 2010). Existing literature on perceived positive charismatic leader behaviours was therefore used to formulate a measure for the construct.

The results based on the survey completions for the questions that relate to the construct indicated that the behaviours that were attributed the most to positive charismatic leaders was that these leaders come up with good ideas but also acknowledge their teams for playing a part in the idea generation. This was evidenced by the mean score for question PPC4_B20 of 2.37, which was the highest mean of all the questions. The overall mean for the construct was 2.22.

Analysis of the data also suggested that leaders that are positive are bound to be viewed or associated more with being charismatic compared to leaders with negative behaviours. This is evident from the higher Pearson's r correlation value of 0.871 when comparing perceived

charisma and perceived positive charismatic behaviours. Pearson's r correlation value between perceived charisma and perceived negative charisma was -0.173 at a significant level of $p<0.01$.

Respondents with less than 1 year served had the highest mean score when it came to whether they viewed their leader behaviours as positive. As with perceived charisma, new employees are bound to view their leaders as inspirational as they are dependent on them to execute their work. A leader that orients their staff well is also bound to be viewed as positively charismatic. The youngest group (21-29 years) had the highest mean score and the age group between (40-49 years) had the lowest mean score.

A comparison of the histogram for perceived positive charismatic leader behaviours in Figure 9 with that of perceived negative charismatic leader behaviours in Figure 10 shows that there are more participants who view their leaders as positive compared to negative. This is a positive outcome from a human resources perspective given that employees prefer to be led by positive leaders (Boykins et al., 2013). This is also probably because positive leaders pay particular attention to the development of their followers (Owen & Hekman, 2012).

6.6 Perceived negative charismatic leadership behaviours

The descriptive statistics for perceived negative charismatic leadership behaviours showed that on average participants believed that their leaders were once in a while or sometimes negative charismatic leaders. The sample thus included followers that were led by both positive and negative charismatic leaders.

As noted in the literature review, negative charisma is associated with visionary leaders that are narcissist, display a sense of self-importance and self-love. They communicate their vision in a confident, vivid and undoubting manner but their views come across as if they are imposed rather than up for discussion (Sosik et al., 2014). The followers for negative charismatic leaders however still act on the visions of the leader, probably out of either admiration, expected reciprocation from the leader or sometimes fear of being the only ones that go against the front-runner. Negative charismatic leaders often also make their followers feel less important, less intelligent, inadequate and inferior to them (Sosik et al., 2014). Morrell and MacKenzie (2011) pointed out that the followers of negative charismatic leaders become dependent on the leader and unconditionally accept their recommendations. The following paragraph however discusses why this was not a reliable measure for perceived negative charismatic leadership behaviours. Despite this, whilst the charisma of the leaders comes out in the way that they get followers to accept their vision, the followers are often left feeling powerless which leads to blind loyalty towards the leader. It is thus inevitable for this to further

inflate the ego of the leader (Keller-Hansbrough & Jones, 2014).

When assessing the survey questions for the perceived negative charismatic leader behaviours construct, the negative characteristic that scored the highest was that recommendations made by leaders whether they are good or bad, are always accepted and followed unconditionally. The mean score of this question differed from the range of the means of the other construct questions. The construct reliability test also indicated that this question was lowering the Cronbach's alpha for the construct thus suggesting that it was not reliably measuring the construct. This question had been adapted from Morrell and MacKenzie (2011) who suggested that recommendations made by negative charismatic leaders are accepted unconditionally as these leaders maintain one sided communications with their followers. A more critical evaluation of literature by Parker (1992) however showed that the followers of James Dutt, a negative charismatic leader did not unconditionally accept his recommendations. In fact, the followers gave an ultimatum that unless Dutt resigned, they were going to resign. Based on this, it can therefore be justified that this question did not reliably measure perceived negative charismatic leader behaviours.

As much as the Cronbach's alpha test showed that measuring negative charismatic leaders as individuals whose recommendations are always accepted unconditionally is not a reliable measure for these leaders, the Pearson's r correlation coefficient when comparing perceived negative charismatic leadership behaviours and employee voice showed a significant and negative correlation with a value of -0.192. This negative correlation is supported by Popper (2002) and Sosik et al. (2014) who suggested that negative charismatic leader behaviours lower employee voice.

It is therefore possible that as much as followers might not have employee voice, their acceptance of a negative charismatic leader's vision does not come unconditionally. It could be that the followers anticipate a promotion, a salary increase or that they are waiting to speak up against the leader at a future date. It is also possible that negative charismatic leader behaviours lower employee voice, however due to some other factors, followers could speak up against them. Whichever the reason is, the research findings based on the sample of this research suggested that negative charismatic leader behaviours are negatively correlated with employee voice. The question that recommendations made by a leader, whether they are good or bad, are always accepted and followed unconditionally however did not reliably measure the construct.

It would also appear that negative charismatic leaders with their narcissist tendencies dominate the top ranks of corporates as suggested by Keller-Hansbrough & Jones (2014). Whereas this might be true, the low mean score of 1.52 for this construct showed that leaders

with these behaviours do not in fact dominate leadership in South Africa's technology industry where the participants of this research are employed. In comparison, the scores of attributes that measure positive charismatic leader behaviours were higher with a mean of 2.22. It must however be remembered that this research did not limit the definition of leaders to just chief operating officers, managing directors and founders. The research findings therefore cannot support or dispute suggestions made by Keller-Hansbrough & Jones (2014) which specifically related to top ranks.

There were no statistically significant differences between the means of the homogenous sub groups for the perceived negative charismatic leader behaviours construct.

6.7 Employee voice

Based on the data collected for this study, the mean score for employee voice was 2.32 (*SD* = 0.78) which showed that majority (over 50%) of the respondents were sometimes or fairly often able to communicate their ideas to their leaders. Wilkinson and Fay (2011); Rees et al. (2013); Duanxu (2015) together provided an encompassing definition of employee voice. The authors mainly defined employee voice as one's ability to freely and frankly air their views to their leaders in cases where they both agreed or disagreed with their leaders. Definitions from these authors were therefore useful in formulating questions that measured employee voice. Question EV3_C24 which referred to how an individual was compelled to be honest and frank in their organisations had the highest mean score of 3.14, however all the questions were reliably measuring the construct.

Employee voice was assessed as a moderating variable when the relationships between perceived charismatic leadership, perceived positive charismatic leader behaviours, perceived negative charismatic leader behaviours were being examined against follower innovation. The reason for testing how employee voice moderated these relationships was based on the fact that for a follower to be innovative, it was required for them to be able to express their opinions (Rees et al., 2013). Opposing thoughts however indicated that one's ability to always express their views actually weakened leader follower relationships. This was more so when the type of leader was one not open to correction or differing views. The leaders would then retaliate against what they viewed as rebellion by the follower and in turn ensure that they found fault in any ideas of the follower thus actually hampering innovation (Sheng-Min and Jian-Qiao, (2013).

Despite the adverse impact that employee voice can have on a leader-follower relationship, especially when an employee criticizes initiatives instituted by a leader, findings in section 5.9 highlighted employee voice as the construct that mostly and strongly correlates with follower

innovation, $r = 0.66$, $p < 0.001$. The Pearson correlation coefficient was above 0.5 and this indicated a strong relationship. These results corroborated assertions made by (Rees et al., 2013) that for one to be innovative, they must have the voice to communicate their ideas. The results thus suggested that when employees are free and able to communicate their ideas, follower innovation is inevitable.

A strong relationship was also found between perceived positive charismatic leadership behaviours and employee voice. The Pearson correlation coefficient for this relationship was 0.57. This suggested that those participants that were led by positive charismatic leaders were more innovative. This supported suggestions by Hayibor et al. (2011) that positive charismatic leaders through their support for two way communications also encourage employee voice. The suggestions by these authors were however not empirically validated. This research has therefore supported the literature through an empirical validation.

Significant differences were found between means of job level groups with respect to employee voice score. Senior managers had the highest mean score and the middle managers had the lowest mean score. These findings are consistent with views expressed in the literature review by Janssen and Gao (2013) which showed that at senior levels, the decision to speak up was much easier than at lower levels. Heracleous and Klaering (2014) also found that an individual's perceived ethos or credibility which is often influenced by their job level affects the extent to which they share their views. The reason for this is that at lower levels, an individual will often question themselves before actually airing their views and factors such as how will they be viewed after speaking come into play. Whilst suggestions by senior managers are often adopted as a result of their job level, the choice to speak up for them is often an easier journey to walk.

The following sections discuss the research findings in light of the research hypotheses that were formulated in chapter three of this study.

6.8 The relationship between perceived leader charisma and follower innovation

As the main purpose of this research was to understand the nature of the relationship between perceived leader charisma and follower innovation. Hypothesis one was formulated to facilitate understanding of this relationship. This section thus discusses the results in light of answering research question one as presented in Chapter 3.

Hypothesis 1: There is a relationship between perceived leader charisma and a follower's willingness to come up with value adding ideas.

Bel (2010); Hemlin and Olsson (2011); Castro et al. (2012); Volmer et al. (2012); Montana et

al. (2014); Soken and Barnes (2014) as well as Pundt (2015) were all aligned in that the most important drivers of innovation in organisations are their leaders. Yet there was no specific leadership style or attributes that had been irrefutably identified to inspire innovation. The lack of consistency and consensus in the attributes of leaders that motivate employees to be innovative was evident from findings by Wang and Rode (2010) and Díaz-Sáenz (2011). Wang and Rode (2010) suggested that transformational leadership is not significantly related to employee creativity, yet Díaz-Sáenz (2011) claimed a positive correlation between transformational leadership and follower innovation. Díaz-Sáenz (2011) motivated that this leadership style generated more commitment from followers which results in increased innovation. Other authors such as Ismail et al. (2010) and DuBrin (2012) were also identified in the literature review as advocates for the positive correlation between transformational leadership and innovation but provided varying reasons for this. These diverse findings appeared as if all the researchers were investigating different leadership styles. Li et al. (2014) also suggested that ethical leadership is positively related to innovation however their opinions were discredited by Gino and Ariely (2012) who pointed out that honesty and creativity are not positively related. The reasons why the results from all the authors were inconclusive was most probably due to the broad nature of the leadership styles that were assessed. This was also noted in the literature review.

Assertions made by Popović et al. (2014) as well as the regression analysis based on feedback from the surveys completed for this study suggest that there is a relationship between perceived charismatic leadership and follower innovation. Popović et al. (2014) proposed that businesses that needed to drive their innovation would successfully do this if led by charismatic leaders. This proposal was based on the presumption that charismatic leaders possessed the level of energy to excite workforces into thinking in an innovative manner. Their research was however more focused on how transformational leaders in Serbia were effective in managing change in times of crisis. Their proposal which related charismatic leadership and innovation were therefore unsubstantiated. Charismatic leadership is nonetheless believed to be a more precise and narrower leadership style (Antonakis, 2012), as such, more conclusive results from examining the nature of the relationship between this leadership style and follower innovation were anticipated from this research.

Responses from participants that completed the survey for this study were used to establish if charismatic leadership was related to follower innovation in order to validate the suggestions that were made by (Popović et al., 2014). Even though the scores in section 5.7.2 for the perceived charisma construct were dispersed around the mean, a review of the histogram in Figure 9 shows that a higher percentage of the participants viewed their leaders as charismatic. As the sample were also identified as an innovative group, these results started to show a trend of the presence of charismatic leaders when there were innovative followers.

This trend was confirmed by linear regression analysis which returned a correlation coefficient (R) of 0.36 between the two constructs thereby signalling a significant positive correlation. The adjusted R square of the regression analysis also showed that perceived charismatic leadership explains 12.6% of the variability of follower innovation. These findings thus support the suggestion made by (Popović et al., 2014).

In addition to supporting the proposals by Popović et al. (2014), the findings make sense of the opinions of Uber employees who believed that innovation in their organisation was fostered by their leaders (Cramer & Krueger, 2016; Walker-Smith 2016). Travis Kalanick and Garrett Camp as leaders at Uber had been visionary, influential, convincing and energetic thus being perceived as charismatic.

Castro et al. (2012) had noted that there was little empirical evidence to support how charismatic leadership and follower innovation are related, findings of this study add to the literature of charisma and innovation. The findings also suggest to organisations that innovation could be fostered by employing leaders that are charismatic.

6.8.1 How employee voice moderates the relationship between perceived leader charisma and follower innovation

The discussion on employee voice results in section 6.7 showed that the strongest relationship among the constructs was observed between employee voice and follower innovation. The take out from the discussion was that when employees are free to air their opinions, their creative views are also expressed which leads to increased follower innovation (Rees et al., 2013). As this study was aimed at understanding the nature of the relationship between perceived leader charisma and follower innovation, employee voice was assessed as a moderator in the relationship between the two aforementioned constructs. This assessment was done in section 5.10 using multi regression analysis as a tool. The purpose of this analysis was to enable supporting or refuting of research hypothesis 4 which was formulated in Chapter 3.

Hypothesis 4: The relationship between perceived leader charisma and a follower's willingness to come up with value adding ideas is moderated by employee voice.

Results of the multiple regression analysis indicated that the relationship between perceived leader charisma and follower innovation was stronger when participants had employee voice. This was evidenced by the higher correlation coefficient (R) of 0.640 compared to that of 0.36 when only the relation between perceived leader charisma and follower innovation were being

assessed. The results also showed that when participants have employee voice the percentage that perceived charismatic leadership explains the variability of follower innovation increased from 12.6% to 40.5%.

The results support Wallace et al. (2016) who suggested that when employees are able to voice their opinions, it is likely that an existing positive leader and follower relationship will be enhanced. The results also assist in encouraging leaders like Page and Brin at Google who are charismatic and they foster creativity among their teams by allowing employees to freely make suggestions about how the organisation can increase innovations (Finkle, 2012).. Although the top leaders at 3M have not been recognized for their charisma, the research findings could encourage these leaders to continue with their efforts which make their employees speak up.

6.9 The relationship between perceived positive charismatic leader behaviours and follower innovation

This section discusses the results in view of answering hypothesis two that was initially presented in Chapter 3. The purpose of the hypothesis was to elaborate on the understanding of the relationship between perceived positive charismatic leader behaviours and follower innovation. Scholars such as Robinson & Topping (2013) noted that behaviours of charismatic leaders vary and Sosik et al. (2014) added that these varying behaviours can lead to different outcomes for charismatic leaders. This research thus unbundled behaviours of charismatic leaders, and hypothesis two was more focused on understanding the relationship between the positive behaviours and follower innovation

Hypothesis 2: There is a positive relationship between perceived positive charismatic leader behaviours and a follower's willingness to come up with value adding ideas.

Findings from the data analysis showed that there is a moderate positive relationship between the two constructs that were being measured. This was evident from the correlation coefficient (R) of 0.405. Further to this, the adjusted R square in the results indicates that perceived positive charismatic leadership behaviours explain 16.1% of the variability of follower innovation. These findings supported Brown and Trevifio (2009) who showed that positive charismatic leader behaviours bring about more values congruence between themselves and their followers. The literature however did not suggest that with greater value congruency between leaders and followers, follower innovation is fostered. The findings of this research thus add to existing literature and provides support that a relationship can exist between perceived positive charismatic leader behaviours and follower innovation.

The literature also supports authors such Robinson and Topping (2013) who amidst many criticisms of charismatic leaders, they maintained that when charismatic leaders display positive emotions, their followers tend to feel positive emotions as well, therefore behaving in a positive manner. Results from this research are an example of such positive emotions which drive positive outcomes.

As one of the objectives for this research was to suggest to organisations a leadership style that can potentially influence innovation, findings of this study assist in meeting of this objective. This is mainly because this study recognized that positive charismatic leaders are desirable in organisations as they are likely to encourage followers to be innovative as proposed by Epstein et al. (2013).

6.9.1 How employee voice moderates the relationship between perceived positive charismatic leader behaviours and follower innovation

Employee voice as a construct was tested as a moderator to the relationship between perceived positive charismatic leader behaviours and follower innovation. This was done through a multiple regression analysis which was aimed to provide insights relating to hypothesis four (a) which is also presented below.

Hypothesis 4a: The relationship between perceived positive charismatic leader behaviours and a follower's willingness to come up with value adding ideas is moderated by employee voice.

The results showed that when participants have employee voice, the moderate positive correlation between perceived positive charismatic leader behaviours and follower innovation is stronger. This is evidenced by the higher correlation coefficient (R) of 0.634 compared to the correlation coefficient (R) of 0.405 when assessing the relationship of only perceived positive charismatic leader behaviours and follower innovation. Employee voice increases the percentage that perceived positive charismatic leadership behaviours explain the variability of follower innovation from 12.1% to 39.8%. The findings thus indicate the degree to which research respondents are aligned with Hayibor et al. (2011) who claimed that when leaders encourage their followers to voice their opinions, more innovative ideas could be gathered in organisation. This thus supports assertions by Rees et al. (2013) that for employees to be innovative, they need to be able to express their views. Despite these assertions, the authors did not understand how the combined presence of positive charismatic leader behaviours and employee voice could have on follower innovation. Findings in this study thus add to the existing literature of the authors.

The results also provide an explanation for the levels of innovation in organisations such as Google. The leaders in Google were perceived to have positive charismatic leaders (Finkle, 2012). In addition, their leader behaviours allowed the followers to freely voice their opinions. The combination of positive charismatic leaders and employee voice is believed to have fostered follower innovation.

6.10 The relationship between perceived negative charismatic leader behaviours and follower innovation

As previously noted, Sosik et al. (2014) said that the different behaviours of charismatic leaders can influence varied outcomes for charismatic leaders. Added to this, the authors assumed that when studying charismatic leaders, it is the negative behaviours that lead to undesirable outcomes. The research thus sought to understand the relationship between perceived negative charismatic leader behaviours and follower innovation. This led to formulation of hypothesis three which was initially presented in chapter three of this research.

Suggesting that negative charismatic leader behaviours could have a positive impact on follower innovation is an oxymoron. Conversely leaders such as Steve Jobs have been acknowledged as charismatic leaders who exuded negative behaviours yet their organisations are revered for their disruptive innovations (Yu, 2013). Under Jobs' leadership, Apple grew to become the largest mobile handset vendor in the world by revenue in 2011 as well as becoming the world's most valuable company (Sonnenfeld, 2013). Resulting from this, the leadership style of Steve Jobs has been venerated to the extent that after his death, reporters speculated about the introduction of a curriculum to institutionalize the charisma of Jobs at the Apple University.

Whilst it cannot be denied that Jobs transformed the telecommunications industry, as a leader, he was not easy to be around. Sonnenfeld (2013) defines Jobs as a "folk hero who was not necessarily a benevolent deity" (p.64). In addition, the author characterizes Jobs as having had a heroic persona which exuded self-love, self-righteous omniscience and a narcissistic self-worship. He was also self-promoting, arrogant and generally unapologetic. These characteristics are consistent with negative charismatic leader behaviours as identified by Sosik et al. (2014), yet the authors assumed that negative charismatic behaviours lead to negative outcomes.

On the other hand, James Dutt as CEO of Beatrice made working with Steve Jobs seem like a walk in the park. Though he possessed a charismatic persona, he was so arrogant to the point of demanding that all his Beatrice workers display a portrait of him in their offices or cubicles (Parker, 1992). In contrast to the outcome at Apple, the level of follower innovation

dwindled under his leadership. The diminished innovation and bad decision making had devastating consequences which led to the ultimate downfall of the organisation. This sparked the largest corporate sell-off in American history during the twentieth century (Parker, 1992). Just before the sell-off, Dutt had been forced to his resign by the management team and board members of the company, unfortunately, the damage to the organisation had already been done. Sonnenfeld (2013) nonetheless reported that such leaders might be needed in corporates and because of the positive outcomes at Apple.

The research hypothesis that was formulated from analysing such cases is recaptured as follows;

Hypothesis 3: There is a negative relationship between perceived negative charismatic leader behaviours and a follower's willingness to come up with value adding ideas.

The hypothesis was tested using linear regression analysis. Even though the results showed a negative correlation coefficient (R) of -0.007, the results were not statistically significant. The negative relationship between the two constructs could not be supported. In essence, the results showed that when a charismatic leader's behaviours were negative, follower innovation of the participants would decrease by an insignificant amount thus suggesting no relationship between the two constructs.

When follower preferences between charismatic leaders with positive behaviours and those with negative behaviours were assessed, Boykins et al. (2013) found that followers preferred working with positive charismatic leaders. It can therefore be assumed that negative charismatic leaders do not exert any sort of innovation influence on employees who do not favour working with them.

6.10.1 How employee voice moderates the relationship between perceived negative charismatic leader behaviours and follower innovation

Employee voice was tested as a moderator to the relationship between perceived negative charismatic leader behaviours and follower innovation. This was done through a multiple regression analysis which was aimed to answer research question four (b) which is presented below.

Hypothesis 4b: The relationship between perceived negative charismatic leader behaviours and a follower's willingness to come up with value adding ideas is moderated by employee voice.

When employee voice was tested as a moderator to the relationship between perceived negative charismatic leader behaviours and follower innovation, the percentage that perceived negative charismatic leadership behaviours explains the variability of follower innovation changed from 0.4% to 32.4%, making the relationship significant. The results indicate that when the participants were able and free to speak up, perceived negative charismatic leadership behaviours lowered follower innovation. The negative relationship between the two constructs was thus strongly correlated as evidenced by the shift in correlation coefficient (R) from 0.007 to 0.574.

In light of these findings, a shift of focus from Steve Jobs' leadership style to the behaviours of his management team shows that Jobs' followers were virtually invisible. He had cultivated a team of resilient and loyal individuals who reported directly to him. The individuals were however routinely prohibited from entertaining the media. All of the product launches of Apple were presented by Steve Jobs himself as a mastermind behind them, despite the fact that Apple employee contributed significantly to product innovations. The lack of voice in his followers also became evident when false statements that were released to the public by Jobs about his health which mislead investors, employees and customers were never refuted by him management team (Sonnenfeld, 2013). Job's charismatic leadership style could have resulted in his team viewing him as a hero such that they never thought that anything he suggested could be incorrect. His management team could have also been a team that Jobs selected based on the fact that they would never rebel against him. It is also possible that Apple being an owner managed business resulted in Jobs being feared by his followers which affected the ability for his team to speak up against him. Whichever the reason was, it his evident that his followers had no voice.

In contrast to Job's followers, the fact that Dutt's management team orchestrated his resignation shows that they were able to speak up against his actions. Before he resigned, his management team was in revolt. Five top operating officers had given the board an ultimatum which demanded that Dutt be dismissed otherwise they would all leave the company. The management team spoke against his abuse of power and an example is when the company would sponsor activities that were enjoyed by Dutt but had very little to do with the objectives of the company. Under his leadership, the company had lost thirty-nine of fifty-eight executive managers who had criticized how Dutt was running the company and as such they could not be loyal to him. The management team pointed out that his charismatic nature helped him to convince the board that he was a god leader (Parker, 1992). However, after receiving the

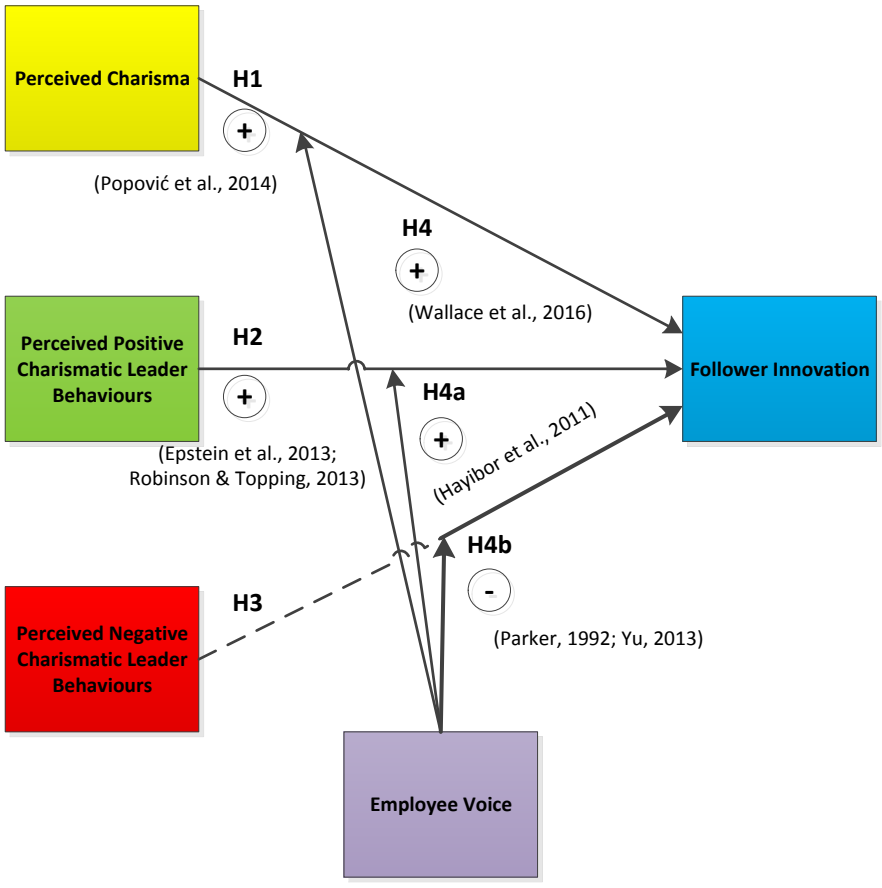
ultimatum, the board was then left with no choice but to force Dutt to resign.

The findings of this study thus provide an explanation as to why some negative charismatic leader behaviours lower innovation as in the case of Dutt with Beatrice, whilst with some leaders, these behaviours do not significantly affect the level of follower innovation. Whereas results for hypothesis three indicated an insignificant relationship between perceived negative charismatic leader behaviours and follower innovation, when participants were able to speak up, negative behaviours in charismatic leaders actually negatively affected follower innovation. It is thus clear that for a negative leader to be successful in driving follower innovation, it is more beneficial to have followers that are not very expressive of their opinions.

6.11 Summarized findings

In light of the findings of this research, Figure 15 illustrates the relationships that were identified based on the participants of the research survey. The diagram also indicates the key literature that supports the relationships identified, or the key literature that the research findings added to. The research objective of understanding the relationship between leader charisma and follower innovation was thus met.

Figure 15: Summarized research findings and supporting literature



7 CONCLUSION

7.1 A recap of the research objectives

When embarking on this research, the author had developed an appreciation of how important innovation is for organisations. This importance was confirmed by literature from scholars such as Allman et al. (2012); Castro (2012); Eiriz et al. (2013); Petrache (2015); Taneja et al. (2016) as well as Hon and Lui (2016). Their literature associated innovation with organisational sustainability, competitiveness and growth, thus encouraging leaders to nurture followers to be innovative. Realizing that the dynamic nature of businesses in the present decade required continuous novelties and improvements piqued the author's interest into finding out the type of leaders that could drive follower innovation in organisations. The author therefore examined literature on organisations such as Uber, Apple, Google, Microsoft and Virgin which regularly topped the ranks for successful innovations (Bel, 2010; Finkle, 2012; Moore, 2012; Yu, 2013; Cusumano, 2014; Simion, Alexe & Militaru, 2014; Cramer & Krueger, 2016). A common theme that emerged from reviewing these organisations was how they were all led by founders or chief operating officers who are perceived as charismatic. In addition to this, a positive relationship between perceived charismatic leadership and follower innovation has been suggested by Popović et al. (2014). The author of the current research therefore wondered if there is in fact a relationship between these two constructs.

The author also noted other companies such as Samsung, Logitech, 3M and Toyota which are well known for their successful innovations (Park, Hong & Moon, 2012; Malczewski, 2012; Mantokoudis, Dähler, Dubach, Kompis, Caversaccio & Senn, 2013; Irani, Simonsen, Andersen, Nasrollahi & Moeslund, 2015; Park & Lee, 2015; Eichelberger & McCartt, 2016). Although these organisations are innovative, their capabilities could not be attributed to specific top level emblematic leaders of the organisations (Bel, 2010). The author however wondered if managers, who are not necessarily at the highest level of the organisational hierarchies, that are charismatic, perhaps existed in these organisations. In addition, the author contemplated if these managers were in fact the driving forces of follower innovation within these organisations. As a result, the scope of a leader for purposes of this research was not limited to just founders or chief operating officers, but to individuals that were responsible for directly leading teams.

When reviewing literature on innovative organisations, the author observed that charismatic leaders within organisations had different behavioural attributes (Sosik et al., 2014). Some leaders had positive behaviours which led them to empower their followers in the process of furthering their visions (Robinson & Topping, 2013). On the other hand, narcissist leaders with negative behaviours who aggrandized themselves were also observed in organisations such

as Apple (Samnani & Singh, 2013; Yu, 2013). The author of the current research had suspected that a negative relationship would exist between negative charismatic leader behaviours and follower innovation as evident in the case of James Dutt at Beatrice (Parker, 1992; Sosik et al., 2014). However, a leader such as Jobs who led Apple to being the world's most valuable company by 2011 made the author query this suspicion (Sonnenfeld, 2013). The author deliberated why and how a negative charismatic leader such as Steve Jobs could have inspired follower innovation. Furthermore, if a relationship between perceived charismatic leadership and follower innovation could be identified, whether this relationship existed regardless of the leader having positive or negative behaviours. As part of the research objectives, this study thus aimed to understand the nature of the relationships between perceived positive and perceived negative charismatic leader behaviours and follower innovation.

Whilst reviewing literature on innovative organisations, the author also identified that employee voice was often referred to by scholars who studied these organisations. High levels of follower innovation were observed in organisations such as Google where employee voice was apparent (Finkle, 2012). High levels of follower innovation were also observed in Apple where employees had no voice (Sonnenfeld, 2013). However, low levels of follower innovation were observed at Beatrice where employee voice existed (Parker, 1992). As a result, the author sought to understand if employee voice is a moderating variable for the relationship between perceived charisma and follower innovation.

The questions of the author led to development of the research objectives of this study which are highlighted in section 1.3 of this research. These objectives also formed the basis of formulating the research hypotheses of the study in chapter three of this study. The hypotheses are recaptured below;

- Hypothesis 1: There is a relationship between perceived leader charisma and a follower's willingness to come up with value adding ideas.
- Hypothesis 2: There is a positive relationship between perceived positive charismatic leader behaviours and a follower's willingness to come up with value adding ideas.
- Hypothesis 3: There is a negative relationship between perceived negative charismatic leader behaviours and a follower's willingness to come up with value adding ideas.
- Hypothesis 4: The relationship between perceived leader charisma and a follower's willingness to come up with value adding ideas is moderated by employee voice.
- Hypothesis 4a: The relationship between perceived positive charismatic leader behaviours and a follower's willingness to come up with value adding ideas is moderated by employee voice.
- Hypothesis 4b: The relationship between perceived negative charismatic leader

behaviours and a follower's willingness to come up with value adding ideas is moderated by employee voice.

Being an aspiring future leader, the researcher hoped that by meeting the objectives of the study, this would assist in shaping the type of leadership style that they could cultivate and employ. This was in addition to the factors that made this study relevant to organisations, academics and business schools as noted in section 1.4.

This chapter endeavoured to highlight the main findings of the research. The implications of these findings to stakeholders that were identified in section 1.4 are also outlined. Based on these implications, further insights as to how the findings could best be applied were made to stakeholders. The author also made an attempt at highlighting the limitations of the research whilst making suggestions for future research based on the research findings.

7.2 Principal findings

Results from this study paint an interesting portrait of the relationship between perceived leader charisma and follower innovation. The responses to the research survey were analysed and found to be sufficient to empirically validate suggestions that were made by Popović et al. (2014). These scholars had proposed that charismatic leadership was appropriate for positively driving follower innovation. In line with this proposal, Uber employees had also put forward the idea that their innovations were driven by the presence of charismatic leaders in the organisation (Cramer & Krueger, 2016; Walker-Smith 2016). These proposals had however not been validated through any research. The author of the current research had also noted the presence of perceived charismatic leaders in innovative organisations (Bel, 2010; Finkle, 2012; Moore, 2012; Yu, 2013; Cusumano, 2014; Simion, Alexe & Militaru, 2014; Cramer & Krueger, 2016). Based on the survey data collected, this study thus quantitatively found that there seems to be a relationship between perceived charismatic leadership and follower innovation. In addition, the relationship was identified to be positive in nature. Based on the data collected, this finding supported the first research hypothesis which proposed that there is a relationship between perceived leader charisma and follower innovation.

Based on the data collected, employees that are able to freely communicate their views to leaders that they perceived as charismatic were more innovative. Wallace et al. (2016) had argued that innovation takes place if a leader is aware of the ideas that their followers have. Only after this awareness could those ideas be potentially converted into innovations. Hence there was a requirement for employees to be able to freely make suggestions to their leader. Wallace et al. (2016) had also suggested that in the presence of employee voice, an organisation was bound to accomplish more innovations. The study therefore aimed to understand if the presence of employee voice moderated the relationship between perceived

leader charisma and follower innovation in any way.

The study made use of a four-item self-measure of voice which was adapted from Farh et al. (2007); Hsiung (2012) and Duanxu et al. (2015) in order to get a view of whether followers had employee voice or not. The results of the research thus confirmed the forth research hypothesis which proposed that the relationship between perceived leader charisma and a follower's willingness to come up with value adding ideas is moderated by employee voice. The findings also showed that the nature of this moderation is positive and it makes the relationship between perceived leader charisma and follower innovation stronger. These findings thus confirmed assertions made by Wallace et al. (2016).

It must be noted that the reason why the relationship between perceived leader charisma and follower innovation seemed to become stronger in the presence of employee voice was probably also driven by the fact that the questions that measured employee voice were positively associated with those questions that were measuring follower innovation. This was evidenced by the results of the factor analysis in section 5.5.2 which loaded questions for employee voice as well as follower innovation as questions that were measuring the same factor. A strong correlation, $r = 0.66$, $p < 0.001$, between employee voice and follower innovation was also noted in section 5.9. Based on the data collected, respondents who have employee voice consequently seemed to view themselves as innovative. It was thus no surprise that employee voice would positively moderate the relationship between perceived leader charisma and follower innovation.

The research also found that perceived positive charismatic leader behaviours seemed to be positively related to follower innovation. This finding is supported by Finkle (2012) who suggested that the positive charismatic leader behaviours of Page and Brin at Google fostered innovation, arguing that positive behaviours build value congruency in teams, which minimizes oppositions to innovation. As positive charismatic leaders are more interested in furthering their cause rather than furthering their own popularity (Robinson & Topping, 2013), it makes sense that these leaders would further the cause of follower innovation in organisations. The results also indicated that positive behaviours in leaders were more associated with charismatic leaders compared to negative behaviours. These findings thus confirmed the second research question which proposed that there is a positive relationship between perceived positive charismatic leader behaviours and a follower's willingness to come up with value adding ideas.

Similar with perceived leader charisma, the presence of employee voice resulted in a stronger positive relationship between perceived positive charisma and follower innovation being observed. This supported Hayibor et al. (2011) who advised that charismatic leaders must

encourage their followers to voice their opinions arguing that when followers were enabled to freely speak, more ideas were bound to be amassed, thus furthering innovation within organisations. This finding also helped to partially explain some of the successes in companies such as Google that were recognized for being led by charismatic leaders with positive behaviours, who also encouraged their followers to voice their opinions (Finkle, 2012). This also supported Epstein et al. (2013) who stated that a key competency of an innovative leader is the ability to positively influence and encourage their followers to be innovative whilst also allowing them the freedom to express those innovations. These findings therefore provided empirically validated support for the research question four (a) which proposed that the relationship between perceived positive charismatic leader behaviours and a follower's willingness to come up with value adding ideas is moderated by employee voice.

With regards to perceived negative charismatic leader behaviour, the research results were not statistically significant to suggest a relationship between perceived negative charismatic leader behaviours and follower innovation. It could thus be argued that there are other factors which influence follower innovation in organisations that are led by perceived negative charismatic leaders. In relation to the question of how a negative charismatic leader such as Steve Jobs could have inspired follower innovation at Apple (Sonnenfeld, 2013), the findings thus indicated that there could be other reasons as to why follower innovation was high at Apple in spite of the negative charismatic behaviours of Steve Jobs. To add to this, Keller-Hansbrough & Jones (2014) had noted that charismatic leaders with negative behaviours topped the ranks of corporates. The authors had speculated that this was because these leaders inspired follower innovation. The research findings thus suggest that there could be other factors leading to successes of perceived negative charismatic leaders which are not influencing of follower innovation. These findings therefore did not support research hypothesis three which proposed that there is a negative relationship between perceived negative charismatic leader behaviours and a follower's willingness to come up with value adding ideas.

The results for the relationship between perceived negative charismatic leader behaviours and with follower innovation however served to confirm suggestions by Sosik et al. (2011). The authors have proposed that the different behaviours between perceived positive and perceived negative charismatic leaders resulted in varied findings when relationships between perceived charismatic leaders and follower outcomes are being assesses. The findings of this research thus confirmed the necessity of unbundling charismatic leadership into positive and negative behaviours. This facilitated a more insightful understanding of the nature of the relationship between perceived charismatic leadership and follower innovation which was a key objective of the research.

Despite the statistically insignificant findings for the relationship between perceived negative charismatic leader behaviours and follower innovation, responses to this research revealed the startling results that when followers were able to air their views to their leaders, the negative relationship between perceived negative charismatic leader behaviours and follower innovation became significant. These results, when assessed in conjunction with the academic literature revealed some interesting insights in relation to perceived negative charismatic leader behaviours, follower innovation as well as employee voice.

From the research findings, one could infer that when charismatic leaders behave in narcissist, egocentric and self-aggrandizing ways (Glover, Miller, Lynam, Crego & Widiger, 2012), employees with no voice bottle up their feelings and channel their energy towards other causes. Even though the leader still remains influential to the follower, those followers that have always been innovative, remain innovative and those that are not innovative also continue not to innovative. As a result, the negative charismatic leader behaviours do not affect their innovativeness in any way. From the research findings, one could also infers that when charismatic leaders behave in negative ways towards followers that are able and free to speak their minds, these followers channel their energy on trying to vocalize their dissatisfaction with the way that their leader behaves. This is to the detriment of being innovative. It must however be noted that validation of these inferences is beyond the scope of this current research and would require another study to be conducted on why employee voice negatively moderates the relationship between perceived negative charismatic leader behaviours and follower innovation.

In relation to the literature review, these results suggested that followers at Apple were innovative due to other reasons in spite of their leader (Yu, 2013). The fact that these followers did not have employee voice seems to mean that their innovation capabilities would not be affected by their negative charismatic leader. The results also suggested that followers at Beatrice were not innovative because they were led by a negative charismatic leader whilst they also were free to communicate their opinions (Parker, 1992). Beatrice was an organisation that was well known for its innovations before Dutt became its leader (Parker, 1992). This seems to further suggest that followers at Beatrice, whilst having employee voice, were innovative when led by leaders that did not exude negative charismatic behaviours.

In conclusion, the research results of this study in conjunction with existing literature were successful in showing that there appears to be a positive relationship between perceived leader charisma and follower innovation. Furthermore, when the relationships between perceived positive or perceived negative charismatic leader behaviours and follower innovation were tested, it became apparent that it is the positive element of charismatic leaders that influence followers to innovation. Consequently, the results associated positive

behaviours with charismatic leaders rather than with negative behaviours. It also seems that employee voice does in fact modify the relationship between perceived leader charisma and follower innovation. With perceived charismatic leadership and perceived positive charismatic leader behaviours, the positive relationships become stronger. With perceived negative charismatic leader behaviours, the negative relationship becomes significant.

7.3 Recommendations and implications

Chapter one of this research showed that this study is relevant for organisations because most businesses depend on follower innovation to remain competitive (Allman et al., 2012). Recommending to organisations a leadership style that is related to follower innovation was thus expected to be beneficial. In the academic context, existing literature alluded to the idea that leader charisma and follower innovation could be related (Popović, 2014). This however, had not been empirically supported. The result for this study were likewise expected to be of importance to academics. In relations to business schools, insights gained from this research were anticipated to signal that charisma should be part of their curriculums. This was supported by Antonakis et al. (2011) who showed that leaders could be trained to be charismatic. This research also served to suggest a development area for current and future leaders, such as the author of this research, who aspire to successfully run innovative organisations. The following sub sections thus serve to recommend to stakeholders how the findings of this research can be applied.

7.3.1 For organisations

Despite the criticisms of charismatic leaders that were documented by scholars such as Mohr (2013); Samnani and Singh (2013); Van Zant and Moore (2013); Menges et al. (2015), it is widely consented to that this leadership style leads to effective outcomes (Robinson & Topping, 2013; Lopez & Ensari, 2014; Johnston et al., 2015; Kapust & Schwarze, 2016; Lepine, 2016). Charisma has been noted to be a globally effective and impactful style, as such, this research sought to understand how the leadership style is related to follower innovation. The most important outcome of this study was therefore that it highlighted another way that organisations can potentially drive follower innovation. This is in addition to the innovation drivers that were highlighted by authors such as Xerri and Brunetto (2011); Jafari et al. (2015); Martin and Omrani (2015). These authors had suggested that innovation can be driven by aspects such as knowledge management, team socialization and employee task involvement.

In light of the findings of this research, organisations should examine their succession and hiring processes to ensure that they recruit leaders that are perceived as charismatic in order

for them to motivate followers to be innovative. This should be emphasized when the required leaders are anticipated to be directly responsible for departments that have innovation as part of their key performance indicators. Organisations that have innovation as one of their top priorities are also encouraged to groom charismatic leaders. According to Kapust and Schwarze (2016), this can be achieved by getting a charismatic leader to manage followers whom organisations view as potential future leaders. The charismatic leaders thus influence their followers to also be charismatic. This is also in line with the social learning theory which states that modelling leaders that are motivational to followers makes those followers want to emulate their leader (Tu & Lu, 2013; Riivari & Lämsä, 2014; Gu, Tang & Jiang, 2015).

The research findings highlight that organisations that aspire to be innovative should not just groom charismatic leaders, but specifically positive charismatic leaders. These positive leaders are also believed to motivate employees to voice their opinions (Hayibor et al., 2011). In the presence of employee voice, the relationship between perceived charismatic leaders was noted to become stronger. The research thus recommends organisations to promote positive charismatic leader behaviours as well as employee voice.

The scope of this research was not aimed at suggesting ways of improving organisational performance. However, Eiriz et al. (2013) highlighted that when organisations are innovative, this potentially improves performance through measures such as profitability. The findings of this research thus indirectly recommended ways that organisations can improve performance.

Although the population of this study was selected from organisations in South Africa, the results of this study are applicable worldwide to organisations that have an interest in driving innovation. This makes these findings applicable to multi-national organisations that are always in search of globally accepted practices that they can implement in their organisations (Asmussen, Nielsen, Osegowitsch & Sammartino, 2015).

7.3.2 For academics

The findings of this research have added to the growing body of literature that relates to charismatic leadership and follower innovation. These findings are important as the relationships between these constructs were previously not understood despite suggestions that a positive relationship existed (Bel 2010; Castro et al., 2012; Popović et al., 2014; Cramer & Krueger, 2016; Walker-Smith 2016). The implication of this research is therefore that it has confirmed suggestions previously made thus providing an empirically validated starting point for future research in similar fields. The research has also closed the knowledge gap that was existing in terms of the relationship between leader charisma and follower innovation.

Transformational leadership was the style that was mostly related to charismatic leaders. Many researchers have studied the relationship between this leadership style and follower innovation. The studies had however mostly noted varying and inconclusive results. Antonakis (2012) thus suggested that the broad nature of transformational leadership led to these varying results. This research thus unbundled the charismatic element of transformational leaders with the aim of obtaining more definitive results. Furthermore, because it had been identified that charismatic leaders can either be positive or negative (Sosik et al., 2014), this study sought to understand how perceived positive or perceived negative charismatic leadership behaviours separately are related to follower innovation. This provided a more robust and precise understanding of the research topic thus providing a solid starting point for future research on charismatic leadership and innovation.

Employee voice has also been extensively researched with the aim of identifying how it affected engagement, absenteeism and also how it moderated outcomes for other leadership styles. Researchers thus tried to identify how employee voice could be increased in organisations (Hynes, 2012; Takeuchi et al., 2012; Sergeeva, 2014). However, employee voice had not been previously explored within the context of how it modified the relationship between perceived leader charisma and follower innovation. This study thus added to the existing body of literature that relates to employee innovation, confirming that the relationship between perceived charismatic leadership and follower innovation can be moderated by employee voice.

7.3.3 For business schools

The results of this study posed beneficial implications for organisations and academics, as such, business schools should also be interested in these findings. Due to the fact that business schools endeavour to groom future business leaders (Varela, Burke & Michel, 2013), perhaps now is the time for these schools to also train these future leaders how to be charismatic and how they can behave in positive ways whilst they are charismatic. This study thus highlights valuable qualities that business schools could try to instil in their students. In so doing, the author of this research believes that this will equip business school students to be better future leaders. This is also expected to make programs such as Masters of business administration (MBA) more valuable to organisations and leaders.

The findings of this study suggested that the key characteristic of perceived charismatic leaders emanates from their influential nature. This was evidenced by the highest mean score for the question that related to the influence of a leader as discussed in chapter six. Business school should thus develop programs that train leaders to use rhetoric that makes them influential. This is based on claims from Heracleous and Klaering, 2014 who said that a

leader's influence is a result of the rhetoric that they employ.

7.4 Limitations and suggestions for future research

One of the research limitations that were identified in chapter four of this study was that quantitative data collected using an online questionnaire is based on pre-determined and standardized questions. This does not provide the researcher with the flexibility of asking respondents to elaborate on certain answers (Saunders & Lewis, 2012). Prior to sending out the questionnaire, the researcher had therefore tried to ensure that the survey was comprehensive enough to enable providing of valid insights relating to the research questions. Whilst analysing the data, the researcher however still wondered why participants had responded in certain ways to some questions. For example, as much as a positive relationship was identified between perceived leader charisma and follower innovation, the researcher wondered if this was coincidental or that the participants believed that they were motivated to be innovative by charismatic leaders. If this was coincidental, the researcher would have wanted to know what it is that motivated the participants to be innovative. As much as these questions were beyond the scope of the research, their answers would have provided more understanding in relation to the identified relationships.

This study has provided an initial and empirically validated guidance in terms of the relationship between leader charisma and follower innovation upon which future researchers can extend on. Due to the limitations of this research, the research topic has room for further studying. Future researchers are therefore recommended to explore alternative research methodologies in order to address the limitations that emanated from the data collection method. It is therefore proposed that future researchers explore the alternative of conducting a qualitative study of this topic. This can be achieved by conducting in depth structured or semi-structured interviews with innovative followers that are led by charismatic leaders. This can also be achieved by conducting discussion groups of how followers view the topic. These methods with allow for participants to explain their responses whilst researchers unpack why followers that are led by charismatic leaders are innovative. This is expected to provide a better understanding of the relationship between leader charisma and follower innovation.

The purposive sampling technique was another limitation that was identified in chapter four of this research. The researcher feared that this sampling method would exclude certain parts of the population. The researcher's fears were proved to be justified when, through the snowballing sampling method, two more industries that are innovative were identified despite the fact that they had not been initially included in the list of innovative industries by the researcher. It is hoped that through the snowballing sampling technique, a representative sample from each innovative industry was then obtained. However, this cannot be

undoubtedly confirmed. Whilst is would be difficult for any future researcher to use a random sampling method for a study of this nature (Saunders & Lewis, 2012), a repeat of a similar study with different participants could substantiate the results of the current study.

The factor analysis that was carried out as part of the data analysis process showed that questions that were measuring perceived leader charisma were associated with those questions that were measuring perceived positive charismatic leader behaviours. As much as the face validity of these questions suggested two separate constructs, their statistical association did not come as a surprise. This is because followers are likely to associate charisma with positive behaviours. It was however important for this study to differentiate perceived leader charisma as a broad term from perceived positive charismatic leaders. The researcher thus proceeded to test these two constructs separately. The researcher does not view the association of these two constructs as a critical limitation, however future researchers could employ a more robust process in an attempt to differentiate between these two constructs.

The factor analysis also showed that questions that were measuring follower innovation were associated with those questions that were measuring employee voice. This was consistent with Wallace et al. (2016) who had suggested that innovative followers are expected to be free and able to communicate their ideas. Results from the factor analysis were thus not a surprise. The researcher had however developed questions that measure follower innovation using existing literature from authors such as Al-Husseini and Elbeltagi (2016). Questions that measured employee voice were adapted from researchers such as Duanxu et al., 2015, who based on these questions had confirmed the validity of the constructs. This gave evidence that in other studies these questions were adequate to measure their related constructs.

The researcher therefore proceeded to test these two constructs separately. Due to this decision, findings of this research showed that followers with employee voice that are led by charismatic leaders with negative behaviours seemed to not be innovative. The researcher however believed that it is best practice to still interpret the results that related to these two constructs with caution. Future researchers would therefore be encouraged to refine the questions that relate to follower innovation and employee voice to ensure that they do not statistically measure the same construct.

Data analysis which compared mean scores across sub groups found that the mean scores in relation to follower innovation for males was higher than that of females. The researcher would have been interested to find out why this was the case. However literature to support this result could not be located. The researcher also pondered as to the conditions under which males were more innovative. Furthermore, the researcher wondered if females are more

or less sensitive to charismatic leader behaviours thus having this affect their innovation capabilities. The answer to these questions was however beyond the scope of this research. It is therefore recommended that as a topic of future research topic, scholars investigate how charismatic leaders influence innovation in males and females. Such an understanding could aid businesses and scholars in formulating ways to increase innovation across all gender groups.

A more detailed analysis of Max Weber's theories on charisma show that as much as he believed that charisma in leaders was an important attribute, he also believed that most leaders exhibit characteristics of all styles (Weber, 1947). As much as this research tried to unbundle charismatic leadership behaviours to their lowest level, it is still possible that the identified relationships could have been influenced by characteristics of other leadership styles that can also be found in charismatic leaders. For this reason, the author of this research concluded that there seems to be a relationship between perceived leader charisma, however this relationship could not be definitely confirmed.

As much as the research found a relationship between perceived leader charisma and follower innovation, it must not be taken to mean that the presence of charismatic leaders in organisations will result in innovation. This research merely empirically suggests a relationship.

7.5 Concluding remarks

Perceived charismatic leadership and follower innovations are both fascinating and relevant topics. It was therefore important to understand how they are related. Findings from this research not only suggested that the positive behaviours of charismatic leaders are positively related to follower innovation, but the findings also suggested a negative relationship between perceived negative charismatic leader behaviours and follower innovation. How employee voice moderated these relationships provided an interesting twist to the identified associations, which made understanding of the relationship between perceived leader charisma and follower innovation all the more interesting. The findings also aided in achieving of the research objective that were set out at the beginning of this research.

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APPENDICES

Appendix A: Proposed questionnaire

Preamble

Dear Respondent

I am conducting a research to understand the nature of the relationship between leader charisma and follower innovation. The study will also explore the nature of the relationship between positive charismatic leader behaviours and negative charismatic leader behaviours on follower innovation and the moderating effect of employee voice on these relationships. This will better help academia and practice to understand the nature of the relationships. The study also seeks to recommend to organisations whether they should groom charismatic leaders or rather focus on building leaders with other styles of leadership in order to increase innovation. You are therefore asked to complete a survey on a set number of questions. The questionnaire should take no longer than 10 minutes of your time to complete. Your participation is voluntary and you can withdraw at any time without penalty. All the information collected is anonymous and the responses provided cannot be used to identify any participant. Data collected will be kept confidential. By completing the questionnaire, you indicate that you voluntarily participate in this research. Should you have any concerns, please contact myself or my supervisor.

Our details are as follows:

Researcher: Lynette Mutsekwa
15388850@mygibs.co.za/ +27 82 303 0459

Supervisor: Dr Charlene Lew
lewc@gibs.co.za/ +27 82 532 3226

Section A

Please indicate the option that is applicable to you using a tick symbol (□)

1. Gender: ____ Male _____ Female

2. Age: _____ 21-29 _____ 30-39 _____ 40-49 _____ 50 or older

_____ other

3. Industry you work in: _____ Healthcare _____ Telecommunications

_____ Information Technology _____ Energy & Utilities _____ Transportation

_____ Manufacturing _____ Commodities/Materials _____ Consumer Services

_____ Financial Services _____ Education _____ Government or Non-profit

_____ Professional Services _____ Retail and Distribution _____ other

4. Years of service at your current company: _____ less than 1 _____ 1 to less than 5

_____ 5 to less than 10 _____ greater than 10 _____ other

5. Job level: _____ Professional _____ Middle Manager _____ Senior Manager

6. Highest level of education completed: _____ Certificate/ diploma _____ Degree _____ Post graduate _____ other

Section B

This section refers to your leader that you report to. Using the scale below, indicate by circling the relevant response, the extent to which they exhibit the behaviours in the statement.

Scale

0	Not at all
1	Once in a while
2	Sometimes
3	Fairly often
4	Frequently, if not always

7. My leader communicates a convincing vision especially in times of crisis or anxiety. **0 1 2 3 4**

8.	My leader communicates in a clear, confident, energetic and vivid manner and I wish I could be like them.	**0**	**1**	**2**	**3**	**4**
9.	My leader makes me feel at ease by confidently, vividly, and energetically communicating their vision in times of crisis.	**0**	**1**	**2**	**3**	**4**
10.	My leader communicates a convincing vision in times of crisis but uses it to make them self-look good.	**0**	**1**	**2**	**3**	**4**
11.	My leader possess an extraordinary character that makes people value and respect their opinions.	**0**	**1**	**2**	**3**	**4**
12.	My leader acts in ways that make them influential.	**0**	**1**	**2**	**3**	**4**
13.	My leader is visionary and uses it to influence others for the better.	**0**	**1**	**2**	**3**	**4**
14.	My leader uses their charming behaviour to benefit them self.	**0**	**1**	**2**	**3**	**4**
15.	Recommendations made by my leader whether they are good or bad, are always accepted and followed unconditionally.	**0**	**1**	**2**	**3**	**4**
16.	My leader influences and encourages me to come up with new ideas and makes me feel empowered.	**0**	**1**	**2**	**3**	**4**
17.	My leader influences me and suggest ways that I can further develop myself.	**0**	**1**	**2**	**3**	**4**
18.	My leader is masterful at coming up with great ideas, but does not accept suggestions from anyone else.	**0**	**1**	**2**	**3**	**4**
19	My leader is rarely wrong and seldom shares with me details of their mistakes.	**0**	**1**	**2**	**3**	**4**
20.	My leader comes up with good ideas but acknowledges the team for their part in coming up with the ideas.	**0**	**1**	**2**	**3**	**4**
21.	My leader expects me to work long hours in order to execute their grand ideas and is only happy when they get the personal benefit from my hard work.	**0**	**1**	**2**	**3**	**4**

Section C

This section measures your behaviours at work, indicate your answer by selecting the most appropriate response to the statement.

22.	I come up with ways to improve the quality of my work and the organisation that I work for.	**0**	**1**	**2**	**3**	**4**
23.	I point out inefficiencies in the organisation and suggest improvements on procedures and processes to my leader.	**0**	**1**	**2**	**3**	**4**
24.	I am compelled to be honest and frank in my organisation.	**0**	**1**	**2**	**3**	**4**
25.	I feel that the organisation is interested in my opinions.	**0**	**1**	**2**	**3**	**4**
26.	My leader asks me to provide feedback about how they are performing as a leader.	**0**	**1**	**2**	**3**	**4**
27.	I look forward to sharing my great ideas with my team members.	**0**	**1**	**2**	**3**	**4**
28.	My ideas are developed into products or services that are offered to customers.	**0**	**1**	**2**	**3**	**4**
29.	I think about ways to improve or diversify the organisation's customer offering.	**0**	**1**	**2**	**3**	**4**
30.	I follow up on implementation of suggestions that have been suggested by others.	**0**	**1**	**2**	**3**	**4**
31.	I am actively involved in research or projects that involve implementation of new products, systems or courses within the organisation.	**0**	**1**	**2**	**3**	**4**

Thank you for your patience in completing the questionnaire.

Should you be aware of any individuals that are suitable for completion of this questionnaire and are interested in taking part in this study, kindly forward their details to me

Appendix B: Frequency tables per question

Follower Innovation section of the questionnaire

FI1_C22_ I come up with ways to improve the quality of my work and the organisation that I work for.

Answer Options	Response Percent	Response Count
Not at all	1.0%	3
Once in a while	4.1%	12
Sometimes	22.5%	66
Fairly often	47.8%	140
Frequently, if not always	24.6%	72
answered questions		**293**
skipped questions		**36**
completion rate		**89%**

FI2_C29_I think about ways to improve or diversify the organisation's customer offering.

Answer Options	Response Percent	Response Count
Not at all	7.2%	21
Once in a while	15.9%	46
Sometimes	26.2%	76
Fairly often	36.9%	107
Frequently, if not always	13.8%	40
answered questions		**290**
skipped questions		**39**
completion rate		**88%**

FI3_C27_I look forward to sharing my great ideas with my team members.

Answer Options	Response Percent	Response Count
Not at all	5.1%	15
Once in a while	7.5%	22
Sometimes	24.6%	72
Fairly often	39.9%	117
Frequently, if not always	22.9%	67
answered questions		**293**
skipped questions		**36**
completion rate		**89%**

FI4_C30_I follow up on implementation of suggestions that have been suggested by others.

Answer Options	Response Percent	Response Count
Not at all	3.4%	10
Once in a while	14.1%	41
Sometimes	27.2%	79
Fairly often	40.7%	118
Frequently, if not always	14.5%	42
answered questions		**290**
skipped questions		**39**
completion rate		**88%**

FI5_C28_My ideas are developed into products or services that are offered to customers.		
Answer Options	**Response Percent**	**Response Count**
Not at all	19.2%	56
Once in a while	23.7%	69
Sometimes	23.4%	68
Fairly often	22.0%	64
Frequently, if not always	11.7%	34
answered questions		**291**
skipped questions		**38**
completion rate		**88%**

FI6_C31_I am actively involved in research or projects that involve implementation of new products, systems or courses within the organisation.		
Answer Options	**Response Percent**	**Response Count**
Not at all	12.0%	35
Once in a while	13.4%	39
Sometimes	23.6%	69
Fairly often	31.2%	91
Frequently, if not always	19.9%	58
answered questions		**292**
skipped questions		**37**
completion rate		**89%**

Perceived charismatic leadership section of the questionnaire

PC1_B7_My leader communicates a convincing vision especially in times of crisis or anxiety.		
Answer Options	**Response Percent**	**Response Count**
Not at all	12.0%	36
Once in a while	15.0%	45
Sometimes	22.3%	67
Fairly often	29.9%	90
Frequently, if not always	20.9%	63
answered questions		**301**
skipped questions		**28**
completion rate		**91%**

PC2_B12_My leader acts in ways that make them influential.		
Answer Options	**Response Percent**	**Response Count**
Not at all	12.8%	38
Once in a while	10.7%	32
Sometimes	22.5%	67
Fairly often	30.5%	91
Frequently, if not always	23.5%	70
answered questions		**298**
skipped questions		**31**
completion rate		**91%**

PC3_B8_My leader communicates in a clear, confident, energetic and vivid manner and I wish I could be like them.		
Answer Options	**Response Percent**	**Response Count**
Not at all	18.3%	55
Once in a while	9.6%	29
Sometimes	22.6%	68
Fairly often	33.2%	100
Frequently, if not always	16.3%	49
answered questions		**301**
skipped questions		**28**
completion rate		**91%**

PC4_B11_My leader possess an extraordinary character that makes people value and respect their opinions.		
Answer Options	**Response Percent**	**Response Count**
Not at all	12.8%	38
Once in a while	13.8%	41
Sometimes	21.9%	65
Fairly often	29.6%	88
Frequently, if not always	21.9%	65
answered questions		**297**
skipped questions		**32**
completion rate		**90%**

Perceived positive charismatic leadership behaviours section of the questionnaire

PPC1_B9_My leader makes me feel at ease by confidently, vividly, and energetically communicating their vision in times of crisis.		
Answer Options	**Response Percent**	**Response Count**
Not at all	14.0%	42
Once in a while	16.6%	50
Sometimes	27.6%	83
Fairly often	24.9%	75
Frequently, if not always	16.9%	51
answered questions		**301**
skipped questions		**28**
completion rate		**91%**

PPC2_B16_My leader influences and encourages me to come up with new ideas and makes me feel empowered.		
Answer Options	**Response Percent**	**Response Count**
Not at all	11.8%	35
Once in a while	14.8%	44
Sometimes	23.6%	70
Fairly often	31.3%	93
Frequently, if not always	18.5%	55
answered questions		**297**
skipped questions		**32**
completion rate		**90%**

PPC3_B13_My leader is visionary and uses it to influence others for the better.		
Answer Options	**Response Percent**	**Response Count**
Not at all	14.7%	44
Once in a while	15.4%	46
Sometimes	21.4%	64
Fairly often	31.4%	94
Frequently, if not always	17.1%	51
answered questions		**299**
skipped questions		**30**
completion rate		**91%**

PPC4_B20_My leader comes up with good ideas but acknowledges the team for their part in coming up with the ideas.		
Answer Options	**Response Percent**	**Response Count**
Not at all	12.3%	37
Once in a while	12.7%	38
Sometimes	21.0%	63
Fairly often	33.7%	101
Frequently, if not always	20.3%	61
answered questions		**300**
skipped questions		**29**
completion rate		**91%**

PPC5_B17_My leader influences me and suggest ways that I can further develop myself.		
Answer Options	**Response Percent**	**Response Count**
Not at all	18.5%	55
Once in a while	18.5%	55
Sometimes	19.5%	58
Fairly often	23.2%	69
Frequently, if not always	20.2%	60
answered questions		**297**
skipped questions		**32**
completion rate		**90%**

Perceived negative charismatic leadership behaviours section of the questionnaire

PNC1_B10_My leader communicates a convincing vision in times of crisis but uses it to make them self-look good.		
Answer Options	**Response Percent**	**Response Count**
Not at all	28.1%	84
Once in a while	18.1%	54
Sometimes	22.7%	68
Fairly often	19.7%	59
Frequently, if not always	11.4%	34
answered questions		**299**
skipped questions		**30**
completion rate		**91%**

PNC1_B15_Recommendations made by my leader whether they are good or bad, are always accepted and followed unconditionally.		
Answer Options	**Response Percent**	**Response Count**
Not at all	4.0%	12
Once in a while	20.7%	62
Sometimes	32.4%	97
Fairly often	29.4%	88
Frequently, if not always	13.4%	40
answered questions		**299**
skipped questions		**30**
completion rate		**91%**

PNC1_B18_My leader is masterful at coming up with great ideas, but does not accept suggestions from anyone else.		
Answer Options	**Response Percent**	**Response Count**
Not at all	34.7%	104
Once in a while	20.3%	61
Sometimes	22.0%	66
Fairly often	15.7%	47
Frequently, if not always	7.3%	22
answered questions		**300**
skipped questions		**29**
completion rate		**91%**

PNC2_B14_My leader uses their charming behaviour to benefit them self.		
Answer Options	**Response Percent**	**Response Count**
Not at all	20.2%	60
Once in a while	35.7%	106
Sometimes	16.2%	48
Fairly often	18.5%	55
Frequently, if not always	9.4%	28
answered questions		**297**
skipped questions		**32**
completion rate		**90%**

PNC3_B21_My leader expects me to work long hours in order to execute their grand ideas and is only happy when they get the personal benefit from my hard work.		
Answer Options	**Response Percent**	**Response Count**
Not at all	40.0%	120
Once in a while	15.7%	47
Sometimes	18.7%	56
Fairly often	14.7%	44
Frequently, if not always	11.0%	33
answered questions		**300**
skipped questions		**29**
completion rate		**91%**

PNC4_B19_My leader is rarely wrong and seldom shares with me details of their mistakes.		
Answer Options	**Response Percent**	**Response Count**
Not at all	26.4%	79
Once in a while	22.1%	66
Sometimes	28.4%	85
Fairly often	16.7%	50
Frequently, if not always	6.4%	19
answered questions		**299**
skipped questions		**30**
completion rate		**91%**

Employee voice section of the questionnaire

EV1_C23_I point out inefficiencies in the organisation and suggest improvements on procedures and processes to my leader.		
Answer Options	**Response Percent**	**Response Count**
Not at all	3.8%	11
Once in a while	8.6%	25
Sometimes	27.4%	80
Fairly often	41.1%	120
Frequently, if not always	19.2%	56
answered questions		**292**
skipped questions		**37**
completion rate		**89%**

EV2_C26_My leader asks me to provide feedback about how they are performing as a leader.		
Answer Options	**Response Percent**	**Response Count**
Not at all	41.8%	122
Once in a while	20.5%	60
Sometimes	14.0%	41
Fairly often	16.8%	49
Frequently, if not always	6.8%	20
answered questions		**292**
skipped questions		**37**
completion rate		**89%**

EV3_C24_I am compelled to be honest and frank in my organisation.		
Answer Options	**Response Percent**	**Response Count**
Not at all	2.8%	8
Once in a while	6.6%	19
Sometimes	12.1%	35
Fairly often	30.7%	89
Frequently, if not always	47.9%	139
answered questions		**290**
skipped questions		**39**
completion rate		**88%**

EV4_C25_I feel that the organisation is interested in my opinions.		
Answer Options	**Response Percent**	**Response Count**
Not at all	9.0%	26
Once in a while	16.6%	48
Sometimes	30.1%	87
Fairly often	25.6%	74
Frequently, if not always	18.7%	54
	answered questions	**289**
	skipped questions	**40**
	completion rate	**88%**

Appendix C: Ethical Clearance

Dear Miss Lynette Mutsekwa

Protocol Number: Temp2016-01294

Title: Application for Ethical Clearance

Please be advised that your application for Ethical Clearance has been APPROVED.

You are therefore allowed to continue collecting your data.

We wish you everything of the best for the rest of the project.

Kind Regards,

Adele Bekker