

Charisma, positive emotions and mood contagion

Joyce E. Bono ^{a,*}, Remus Ilies ^b

^a *Department of Psychology, University of Minnesota, 75 East River Road Minneapolis, MN 55455, USA*

^b *The Eli Broad Graduate School of Management, Michigan State University, N475 North Business Complex, East Lansing, MI 48824-1112, USA*

Abstract

In a series of studies, we examine the role of positive emotions in the charismatic leadership process. In Studies 1 and 2, ratings of charisma in a natural work setting were linked to leaders' positive emotional expressions. In Study 3, leaders' positive emotional expressions were linked to mood states of simulated followers. Results suggest that mood contagion may be one of the psychological mechanisms by which charismatic leaders influence followers. In Study 4, we used a trained actor and manipulated leaders' positive emotional expressions to isolate the effects of positive emotions from the potential effects of non-emotional aspects of effective leadership (e.g., vision, other inspirational influence processes). A positive link between leader emotions and follower mood was found. Results also indicate that both leaders' positive emotional expressions and follower mood influenced ratings of leader effectiveness and attraction to the leader.

© 2006 Elsevier Inc. All rights reserved.

Keywords: Charisma; Leadership; Positive emotions; Mood contagion

1. Charisma, positive emotions, and mood contagion

Along with the growing attention devoted to emotions and emotional processes by psychologists in recent years, there has been a great deal of interest in the experience, expression, and management of emotions, mood, and affect at work (Ashkanasy, Haertel & Zerbe, 2000; Lord, Klimoski, & Kanfer, 2002; Rafaeli & Sutton, 1987). Theory and research on emotions at work include topics such as the role of mood and emotions in predicting pro-social organizational behaviors (George & Brief, 1992), emotional contagion in work groups (Barsade, 2002; Totterdell, 2000), emotional intelligence (Davies, Stankov, & Roberts, 1998), and emotional labor (Schaubroeck & Jones, 2000). Furthermore, the emergent positive psychology (e.g., Seligman & Csikszentmihalyi, 2000) and positive organizational scholarship (Cameron & Caza, 2004; Cameron, Dutton & Quinn, 2003) movements focus specifically on positive emotional experiences and their implications for organizations.

This interest in emotions has extended to the leadership domain, as evidenced by a special issue of *Leadership Quarterly* (volume 13, issue 5, 2002) devoted to the topic of emotions and leadership, and a growing body of research on neo-charismatic theories of leadership (House & Aditya, 1997), which focuses both on leaders' expression of emotions and emotional links forged between leaders and their followers (Conger & Kanungo, 1998). Bass (1985)

* Corresponding author.

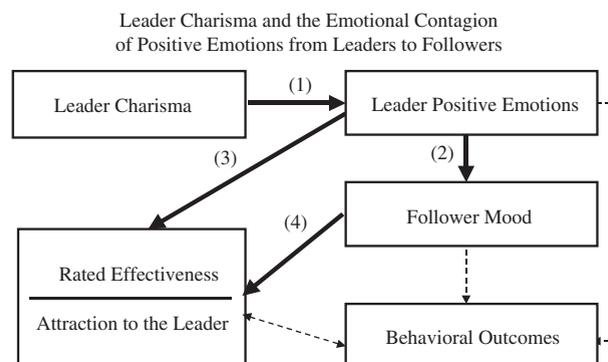
E-mail address: jbono@umn.edu (J.E. Bono).

notes that transformational leadership “has an intense emotional component” (p. 36), and Shamir, House, & Arthur (1993) highlight effects such as “emotional attachment to the leader,” and “emotional and motivational arousal of followers (p. 577).” Fredrickson (2003) suggests that, in organizations, the positive emotions expressed by leaders may be especially contagious due to their position in the power hierarchy. Indeed, recent research by Sy, Côté, & Saavedra (2005) found a link between leaders’ moods, the moods of their work group members, affective tone of the group, and dimensions of group performance.

Given the importance of positive emotions for employee and organizational outcomes such as motivation (Erez & Isen, 2002), creativity, (e.g., George, 1991, 1995, 1996; Spector & Fox, 2002), task performance (see Ashby, Isen, & Turken, 1999 for a review), and subjective well-being (e.g., Diener, Oishi, & Lucas, 2003), our primary goal in this article was to examine the effects of leaders’ positive emotional expressions on the emotional and attitudinal responses of their followers for the purpose of gaining insight into the way that charismatic leaders—whether consciously or non-consciously—use emotion to influence followers. Specifically, we suggest that charismatic leaders express positive emotions, which are transferred to followers, resulting in the experience of positive mood by followers. Fig. 1 presents an overview of the key emotional links between charismatic leaders and their followers. First, we examine the association between charismatic leadership to the expression of positive emotions. Second, we link leaders’ emotional expressions to followers’ moods. Third, we link leaders’ emotional expressions to ratings of effectiveness and followers’ attraction to the leader. Fourth, we isolate leaders’ emotional expressions from other potentially effective characteristics or behaviors of charismatic leaders (e.g., having a compelling vision) in a controlled experimental setting.

Brief & Weiss (2002; p. 289) note “the organizational literature is populated with many more ideas about the leader’s role in the production of moods and emotions than it is with relevant data.” Recent studies (e.g., Barsade, 2002; Sy et al., 2005; Totterdell, 2000) make steps toward providing such data by examining the mood contagion process in work groups; each documenting the spread of emotions from leaders to followers and among group members. However, because these studies either manipulated the expression of positive emotions (by using a confederate; Barsade, 2002, Sy et al., 2005) or did not consider the role of formal leaders (Barsade, 2002; Totterdell, 2000), we cannot be certain that a) effective leaders in work organizations actually do express more positive emotions than less effective leaders, and b) that positive emotions expressions—and not other leadership behaviors—affect follower moods. Indeed, it is plausible that leaders who are in a positive mood actually engage in more effective leadership behaviors and it may be these ancillary leadership behaviors and not the process of mood transfer that leads to both positive follower mood and performance gains.

Our aim in this research is to bridge the gap between the realism of field research on leadership with the methodological rigor of experimental research in the laboratory. Hence, a key contribution of these studies is that they explore empirical links between follower ratings of charisma obtained in a natural work setting and independent observations of leadership behavior, such as the expression of positive emotions. Furthermore, in a controlled laboratory setting (Study 4), we attempt to isolate the effects of positive emotions from other potential (non-emotional) influences.



Note: The dotted lines refer to relationships that have been supported in the literature but are not tested in these studies.

Fig. 1. Leadership charisma and the mood contagion of positive emotions from leaders to followers. *Note:* The dotted lines refer to relationships that have been supported in the literature but are not tested in these studies.

متن کامل مقاله

دریافت فوری ←

ISIArticles

مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات