

EFFECTS OF REWARDS AND PUNISHMENTS ON LEADER CHARISMA, LEADER EFFECTIVENESS AND FOLLOWER REACTIONS

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This study examines the effects of leader reward and punishment on leader effectiveness and charisma. Follower reactions to leaders' punishment behavior are also examined. The sample of leaders consisted of 286 male upper class cadets at an all-male military college, while the followers were drawn from approximately 400 freshmen at the same institution. Followers completed surveys measuring leader reward, punishment, and charisma. Leaders completed peer rankings of effectiveness. Critical incident data on leadership were collected to gauge follower reactions to punishment. Correlation and ordinary least squares were used to analyze the relationships between rewards, punishment, charisma, and effectiveness. Chi-square statistics were used to compare follower reactions to contingent and noncontingent punishment. Results indicated noncontingent reward and contingent punishment were positively related to follower perceptions of leader charisma, while contingent reward was positively related to leader effectiveness. Followers also had different reactions to contingent and noncontingent punishment.

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The use of punishment by managers and supervisors in organizations is a common occurrence. Sims (1980) suggested that "managers eventually do use aversive behavior [punishment] even though they may be reluctant to admit it" (p. 57). Miner and Brewer (1976) found that 83 percent of the companies they surveyed used punishment or threats of punishment to deal with employee problems. Although research on punishment has increased in recent years, the focus of most prior research has been on the effects of a leader's use of punishment on the satisfaction and performance of subordinates. The present study addressed a different set of outcomes namely, others' perceptions of leaders using punishment and followers' emotional reactions to punishment. Others' perceptions of leaders using reward were also assessed.

The following questions were investigated. (a) How do the uses of reward and punishment behaviors affect followers' attributions of charisma to the leader? (b) To what extent does the leader's use of reward and punishment behavior affect evaluations of the leader's effectiveness? (c) How do followers react to punishment (in terms of thoughts and emotions) when it is contingent on performance as opposed to being arbitrary or not contingent on performance?

BACKGROUND

In 1982, Podsakoff, Todor and Skov published a paper describing a full range of reward and punishment behaviors used by leaders in organizations. The range included reward and punishment behaviors delivered contingent on follower performance, as well as those delivered arbitrarily or without reference to the follower's performance (referred to as noncontingent reward and punishment). A number of studies (cf. Podsakoff, Todor & Skov, 1982; Podsakoff & Todor, 1985; Szilagyi, 1980; Podsakoff, Todor, Grover, & Huber 1984; Podsakoff, MacKenzie, & Fetter, 1993) have each assessed relationships between leader reward and punishment behaviors and follower and group outcomes. Conclusions have generally been that leaders who use reward behaviors are more effective in promoting follower performance and satisfaction than those using punishment behaviors, and rewards and punishments delivered *contingent* on behavior are more effective than both *noncontingent* rewards and punishments.

Generally absent in the literature are studies addressing how leaders using reward and punishment are perceived and evaluated by others. Also absent are studies of the cognitive and emotional reactions of individuals to punishment. To the authors' knowledge, reactions to punishment have not been studied among leaders and followers in work relationships, and the distinction between the use of contingent and noncontingent punishment and resulting emotional reactions of followers has not been fully explored.

LINKING REWARDS TO LEADER CHARISMA

Attributions of charisma to leaders contain an emotional component and often include reactions such as idealizing, reverence, or even fear of the leader. These attributions and reactions are likely influenced by the leader's behaviors toward the follower, for example, his/her uses of rewards and punishments. A number of studies (cf. Waldman, Bass, & Yammarino 1990; Atwater & Yammarino, 1989; Yammarino & Bass, 1990) have shown that when the same follower rates the leader's charisma and contingent reward behavior,

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