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The Relationship Between Charismatic Leadership and Affective Commitment: A Systematic Review

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Abstract

This researcher suggested a model that links between charismatic leadership and affective commitment in the body of literature. A systematic review exposed the same words that were deliberately used by previous scholars and emerged from both Affective Commitment and Charismatic Leadership articles. A vigorous selection process of 30 most relevant articles was carefully conducted, although many articles were rejected during the process. The previous studies (e.g., Vandenberghe and Bentein 2009, and Sokoll 2014) came short on linking the two concepts. However, there are some limitations to this study include, some studies could not pass through the rigorous selection process in this study, and therefore some useful information may have been missed. Also, the study considered work only published and peer reviewed articles, therefore some good papers could have missed out. However, to limit these drawbacks, the researcher consulted a wide range of databases and publication dates were stretched between 1966 and 2018, to accommodate all potential articles. The researcher suggests more research is needed to establish this result and quantitative approach is suggested considering the keywords as moderators and find the strength of the relationship.

Keywords: Charismatic Leadership; Affective Commitment; Systematic Study; Relationship.

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Background of the Study

Leadership discussions are increasing at an extraordinary rate, and with all organisations now depend on leadership, for instance, for favorable organisational ethical climate (Engelbrecht et al. 2005), organisational change (Karp, 2006), corporate success (Larssona and Vinberg, 2010), organisational efficiency (Nwokocha, 2014), and administrative effectiveness (Tetteh-Opai and Omoregie, 2015). However, some of these leadership styles may not lead to employee commitment. Leadership behaviours may provide benefits, such as organisational performance (Nwokocha and Iheriohanma, 2015) which is linked to employee commitment (Ahmad and Shaheen, 2011), and also the research suggested that corporate leadership are critical to employee retention (e.g., Nwokocha and Iheriohanma 2015, Sareen and Agarwal 2016, Wakabi 2016, Mwita et al. 2018), employee participation (e.g., Mitonga-Monga et al. 2012, Wai-Kwan 2014), and employee motivation (e.g., Naile and Selesho 2014, Jensen 2018). Therefore, leadership play a vital role to ensure the employees and other resources are integrated to meet corporate goals. Hence, Ngambi et al. (2010) and Ngambi (2011) suggested that leadership can be viewed as a process to influence others' commitment to their full potential and achieve a competitive advantage.

Leadership

The studies of leadership have always been extensive in the domain of organisational discourse (e.g., Gandolfi and Stone 2018, Schoemaker et al. 2018). Gandolfi and Stone conducted research aiming to demystify leadership and bring clarity to what leadership and leadership styles and identify essential attributes of effective leadership, and how servant leadership could meet these attributes. In other words, the research was based on developing an in-depth understanding of the significance of leadership; effective leadership, leadership styles, servant leadership and its attributes; therefore, remained broad in the subject. Schoemaker and company also performed a study on leadership by examining how business model innovations, dynamic capabilities, and strategic leadership interlink to support the organisational goals and objectives. Again, the work by Schoemaker and others had a broad focus on leadership topic because they considered dynamic capabilities and leadership quality to meet the contemporary changes. Even though there is an inseparable connection between the leadership and organisational objectives and goals because leaders play a determinant role to achieve these corporate targets (Nwokocha, 2014). The focus has been broad, missing the relationship between charismatic leadership and the specific employee commitment. Waris et al. (2018) provided the closest study when they investigated the impact of many leadership qualities on employee commitment in multi-project-based organisations. The work by Waris et al. considered multiple types of leadership; hence the focus was broad, thus highlighting the problematic evidence point raised by this paper. This review focused on charismatic leadership and chose not to include any other leadership types.

Armstrong (2012) defined leadership as the process of inspiring others to do the best job on their behalf. This view appears that the leader makes sure the job is thoroughly done by stimulating those who can do it. The question remains, does this inspiration drive the employees/followers commitment? Armstrong mentioned that leadership involves establishing the vision for the future and revealing it to employees/followers. However, Obiwuru et al. (2011) had earlier argued that the efficiency of leadership depends on various styles. This view was also echoed from Polychronious (2009) who found that in today's organisations, leaders strive to accomplish the demands of the ever-changing environment. Unfortunately, with this vast knowledge of leadership, the relationship between employee commitment and charismatic leadership remains elusive.

Employee Commitment

Employee Commitment comprises affective, continuance and normative (Meyer and Allen 1997, Ayondele et al. 2013, and Wu and Liu 2014). It is, therefore, a multidimensional measure of commitment, reflecting more on emotional desire, perceived costs and feeling of obligation to remain with the setting (Allen and Meyer, 1990). Nevertheless suggesting the existence of significant reasons why employees commit to their firms. Previous studies on employee commitment have been extensive (e.g., Anjani 2014, Gul 2015). Anjani examined the impact of employee commitment on organisational change among the workforce in the banking sector. His view of employee commitment was broad, neglecting deep and different employee feelings that define commitment. Gul investigated the impact of employee commitment on organisational development. He considered employee commitment as a solid concept, ignoring the elements within employee commitment; therefore the focus of his study was broad.

Leadership and Employee Commitment

Previous studies on Leadership and Affective Commitment (e.g., Vandenberghe and Bentein 2009, Sokoll 2014) did not consider the relationship between affective commitment and charismatic leadership. For example, Vandenberghe and Bentein looked at the relationship between affective organisational commitment and affective commitment to supervisors with a turnover. The part of this study by Vandenberghe and Bentein focused on the link between affective commitment and supervisors; therefore it did not consider leadership and the connection with affective commitment. Allan (2007) illustrated the distinction between supervisors and leaders, as direction is done by one who directs the firm while supervisors oversee operations (p.12). Sokoll followed the work by also

considering servant leadership and employee commitment, and his findings confirmed the earlier findings in Vandenberghe and Bentein's study. Sokoll's focus was also not to find a connection between charismatic leadership and affective commitment. The current writer believes that this is the first review to examine the relationship precisely between charismatic leadership and affective commitment.

Northouse (2013) claimed that weak leadership styles could cause poor organisational performance and consequently increase employee turnover. This researcher shares the same view. It is based on this argument and the realisation of the importance of a committed workforce in achieving organisational goals and objectives that this review examines the link between charismatic leadership and affective employee commitment. The aim of this paper will be therefore to synthesise qualitative evidence for the relationship between charismatic leadership and affective commitment. The researcher will be able to identify evidence for an association between various charismatic leadership characteristics and affective commitment while stressing the critical areas for future research, and successive implications for policy and practice.

Methods

Search Strategy and Selection Criteria

The researcher searched in the following databases: Academic Search Complete and Business Source Premier. The search words relating to charismatic leadership and affective commitment emerged from the literature and were refined following a trial search in each database. The final terms were "charismatic leadership" and "affective commitment" (see Fig 1 below). The investigator restricted searches to articles written in English and published between 1966 and 2018. These articles searched were made full access, peer-reviewed and academic journals. The searches were conducted between 01/10/2018 and 25/11/2018. The researcher used two databases to search for articles, and all discovered papers were recorded (see Fig 1 below). The initial search in Academic Search Complete obtained 157 [charismatic leadership] articles, but only 23 were relevant, and 214 [affective commitment] articles and 58 were relevant. Then, the search in Business Source Premier produced 138 [charismatic leadership] articles, with only 111 articles were relevant, and 407 [affective commitment] and 178 articles were relevant. The duplicates were later removed during the screening process. Furthermore, full-text articles were screened, and irrelevant articles were removed (see Fig 1 below).

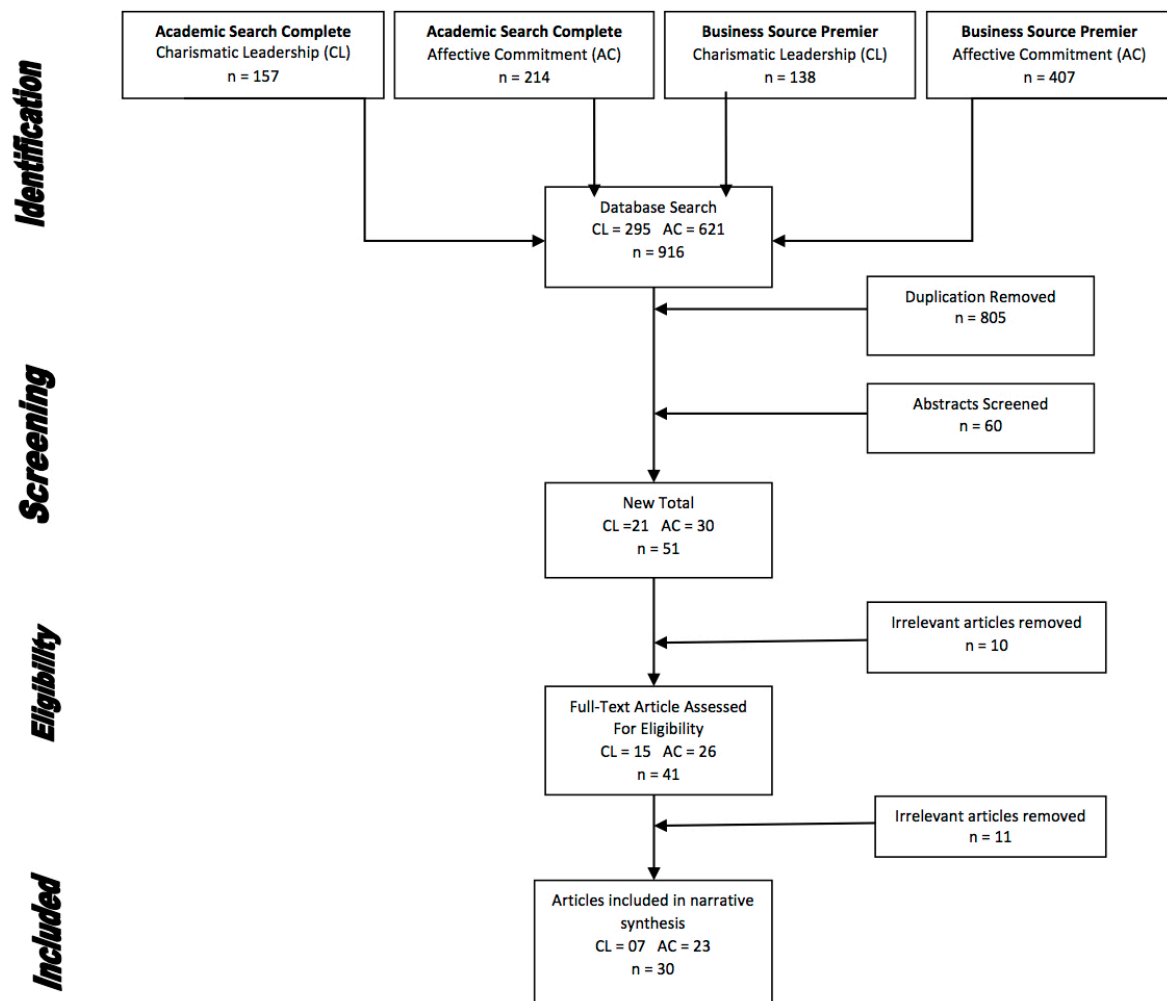
Fig 1: Database search strategy

Database	Search	Results	Relevant
Academic Search Complete	"Charismatic Leadership."	157	23
Academic Search Complete	"Affective Commitment."	214	58
Business Source Premier	"Charismatic Leadership."	138	111
Business Source Premier	"Affective Commitment."	407	178

The Study Selection Process

The titles and abstracts of 916 articles (295 = Charismatic Leadership + 621= Affective Commitment) were screened, and only 30 passed the process to evaluation. During the process, 805 articles were removed as duplication, and 60 articles were also removed because the contents of the abstracts were not relevant. After screening, there were 51 articles left; 21 Charismatic Leadership and 30 Affective Commitment. The articles were tested for eligibility, which was the articles should contain the key terms "Charismatic Leadership" and "Affective Commitment", strictly without any other word between the terms. For instance, the researcher managed to identify 295 articles containing the key term "Charismatic Leadership" without any other word in between and 621 articles also containing "Affective Commitment" without in words. Therefore, ten articles were removed as not fit the eligibility criterion, and 41 articles were further exposed into eligibility examination, and 30 passed to evaluation to stage. Fig 2 below provides further details in the illustration of all stages.

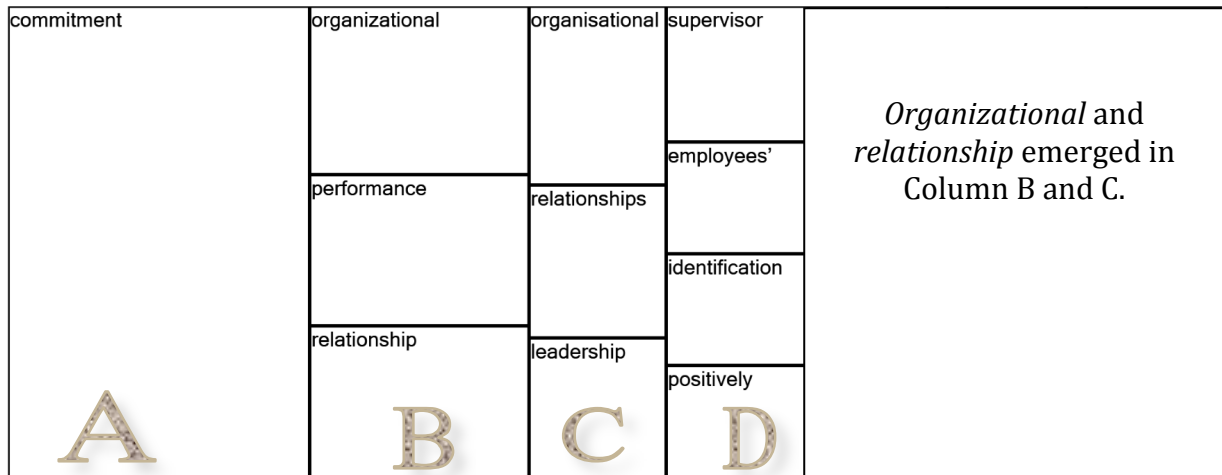
Fig 2: The Study Selection Process



Analysis

The researcher took the abstracts for the 41 selected articles and put the material for “charismatic leadership” and “affective commitment in separate folders. The NVivo analysis tool was used to organise the material and conducted a Frequency Word Query separately. The investigator based on his aim that the study wanted to look at the relationship between two concepts (affective commitment and charismatic leadership), he set ten as minimum length because the word ‘relationship’ has ten letters and most thirty words for results on both activities. The results are shown in Tree Maps on Fig 3 and Fig 4, below. The researcher has used letters A to D to classify the columns on TreeMaps, to enhance the analysis process.

Fig 3. TreeMap 1: Affective Commitment



The TreeMap 1 above was a result produced after running Frequency Word Query on affective commitment material. The word “commitment” was singled out in Column A because it appeared in all articles. Thus in Hafer and Martin (2006), Kittinger et al. (2009), Jinyun et al. (2010), Gottlieb et al. (2013), McKay et al. (2013), Ditchburn and Hames (2014), Jipeng et al. (2014), Cheol and Won-woo (2015), Khan (2015), Khan et al. (2015), and Knut-Andreas et al. (2016). Again in Restubog and Bordia (2003), Mitus (2006), Restubog et al. (2006), Mei-yung et al. (2008), Rousseau and Aube (2010), Montani et al. (2012), Poon (2013), and Perreira and Berta (2016). Also in Vandenberghe and Bentein (2009), Yorid and Mehmood (2013), Xenikou (2014), Zargar et al. (2014), and Yongzhan et al. (2018). For instance, earlier Restubog and Bordia (2003) examined the effect of psychological contract problem on affective commitment and citizenship behaviours. Recently, Yongzhan et al. (2018) measured the impact of perceptions of supervisor support and co-operated justice on affective commitment in China.

In Column B, the words, “organisational”, “performance” and “relationship” emerged from the articles. “Organizational” emerged from papers including Vandenberghe and Bentein (2009), Jinyun et al. (2010), Ditchburn and Hames (2014), Jipeng et al. (2014), and Yongzhan et al. (2018). For example, Vandenberghe and Bentein (2009) investigated the link between affective organisational commitment and affective commitment to supervisors with outcome intentions and actual results. Recently, Jipeng et al. (2014) studied how organisational embeddedness and affective commitment impact job crafting, and Yongzhan et al. (2018) was concerned about organisational justice. “Performance” emerged from articles, such as Restubog et al. (2006), Mei-yung et al. (2008), Cheol and Won-woo (2015), and Khan (2015). For instance, Restubog et al. conducted a study to investigate the connection between psychological contract issues, affective commitment and two determinants of employee performance. Moreover, lately, Khan looked at the difficulty of mentally disassociating the affective commitment setup from other forms of commitment in a complex and understudied context of Bangladeshi Banking Sector. “Relationship” was discussed in work, for example by Restuborg et al. (2006), Mei-yung et al. (2008), Jinyun et al. (2010), Rousseau and Aubé (2010), Montani et al. (2012), McKay et al. (2013), Poon (2013), Khan et al. (2015) and Yongzhan et al. (2018).

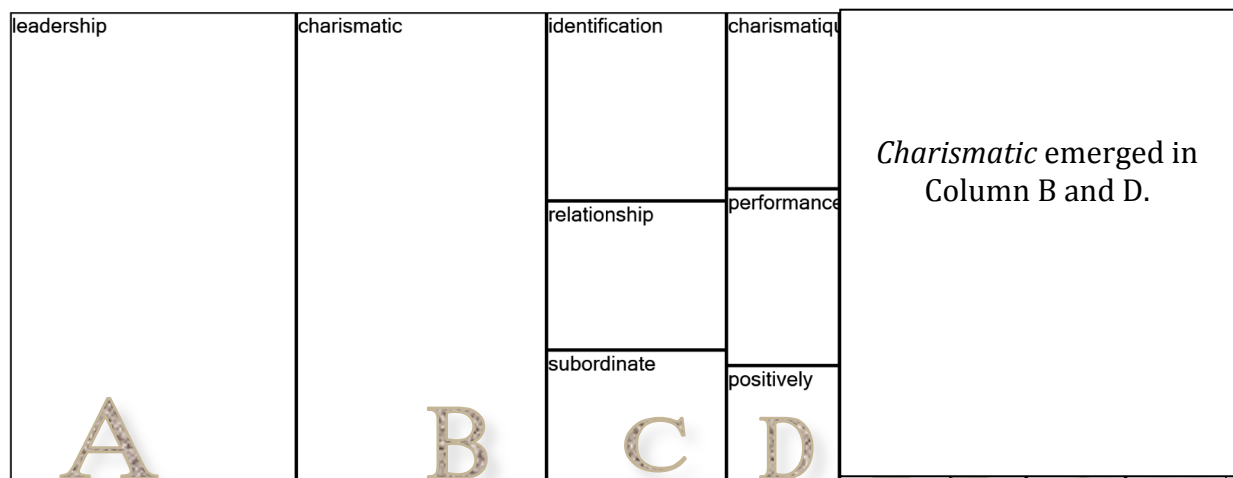
In Column C, words, “relationship” and “organisational” were again discussed, and as well as “leadership”. “Leadership” emerged from an article by Jinyun et al. (2010), and Perreira and Berta (2016). Jinyun et al. considered the connection between leadership justice and two adverse behaviours in the organisation. While, Perreira and Berta (2016) partly concluded that health care employees could experience affective commitment toward leadership, peers, patients, organisation and their careers.

In Column D, “supervisor”, “employees”, “identification” and “positively” were common words. For instance, the supervisor was discussed in Restubog and Bordia (2003), Restuborg et al. (2006), Vandenberghe and Bentein (2009), Rousseau and Aubé (2010), Montani et al. (2012) and Yongzhan et al. (2018). Employees emerged, for example, from Hafer and Martin (2006), Jinyun et al. (2010), Gottlieb et al. (2013), Cheol and Won-woo (2015), Khan (2015) and Khan et al. (2015). Identification came up in articles, for example, in Gottlieb et al. (2013) and Yongzhae et al. (2018). Then, positively emerged from, example, Mitus (2006), Ditchburn and Hames (2014), Jipeng et al. (2014), and Khan (2015).

The TreeMap 2 below indicates a Frequency Word Query conducted on charismatic leadership material. The word “leadership” in column A emerged as the most used word in the articles. Thus in Cicero and Pierro (2007), Rowold and Laukamp (2009), Shuliang et al. (2014), Zehir et al. (2014), Corcoran and Wellman Jr (2016), and Shao et al. (2017).

In column B, “charismatic” emerged as also the word most used in articles. For example, in Cicero and Pierro (2007), Rowold and Laukamp (2009), Shuliang et al. (2014), Xenikou (2014), Zehir et al. (2014), Corcoran and Wellman Jr. (2016), and Shao et al. (2017). Cicero and Pierro measured the degree of employees' identification with the work-group as a function of charismatic leadership and the role of work-group identification in the relationship between charismatic style and different outcomes. Shuliang et al. investigated how employment modes and charismatic leadership influence organisational citizenship through employees perceived job security. Also, Shao et al. developed a theory to examine the influence of leader charisma drawing from charismatic leadership and intrinsic motivation model.

Fig 4. TreeMap 2: Charismatic Leadership

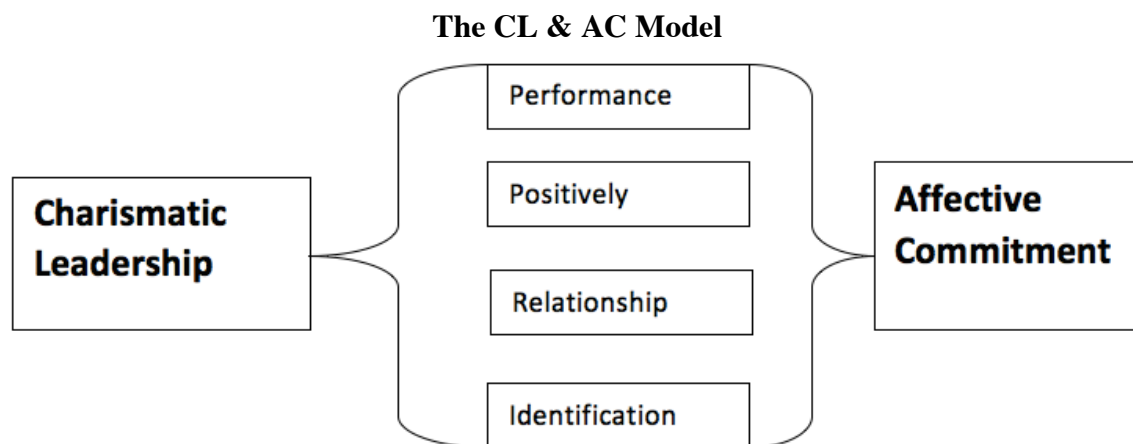


In column C, “identification”, “relationship” and “subordinate” emerged as most used words in these articles. For example, identification came out from, for example, Cicero and Pierro (2007) and Xenikou (2014). Relationship emerged from, for example, Cicero and Pierro (2007), Rowold and Laukamp (2009), McKay et al. (2013), and Zehir et al. (2014). Then, the word, subordinate emerged from, for example, Rowold and Laukamp (2009), Shuliang et al. (2014), and Zehir et al. (2014).

In column D, words “charismatic”, “performance” and “positively” came up from the papers. Charismatic has repeated in column B. Performance emerged from articles, for example, Cicero and Pierro (2007), and Cheol and Won-woo (2015). Positively emerged from articles, for example, Cicero and Pierro (2007), Rowold and Laukamp (2009), Shuliang et al. (2014), and Zehir et al. (2014).

Discussions

This paper was able to identify the link between charismatic leadership and affective commitment in literature. The words “performance”, “positively”, “relationship” and “identification” emerged from both Affective Commitment and Charismatic Leadership articles. Dr Audrey Daniels earlier used the performance in strategic management refers to the organisational goals (Adler, 2018). The term positively in business and management emphasises on something that gives strength and value to the organisation (Driver, 2011). Relationship means the mutuality between two sides (Driver, 2011) and this connection should be favourable to meet the desired goals. Identification regards the unique characteristics (Thompson and Black, 2007). Although previous studies (e.g., Vandenberghe and Bentein 2009, and Sokoll 2014) came short on linking the Employee Commitment and Charismatic Leadership, the words used in previous articles suggest that there is a connection between the two concepts.



The researcher was able to identify evidence for an association between various charismatic leadership characteristics and affective commitment while stressing the critical areas for future research, and successive implications for policy and practice. Further investigations are needed to be done to establish the findings of this study. The researcher suggests that future investigations need to consider the linking words (performance, positively, relationship and identification) as moderator variables and find out how strong the relationship is between Charismatic Leadership and Affective Commitment.

However, the limitations of this study include, some studies could not pass through the rigorous selection process in this study, and therefore some useful information may have been missed. Also, considered only published and peer reviewed articles, therefore some good papers could have missed out. However, to limit these drawbacks, the researcher consulted a wide range of databases and publication dates were stretched between 1966 and 2018, to accommodate all potential articles.

Conclusion

This study concludes that there is a very close connection between Charismatic Leadership and Affective Commitment, even though the relationship needs to be investigated further. Previous researchers demonstrated the link by using the same words that connect the two concepts. The writers in these two areas tend to utilise words, performance, positively, relationship and identification as a key to explain their phenomenon. These familiar words form the union of the two concepts, as they indicate a positive association of the concepts in social sciences. Even though the findings of this study require further empirical investigation, the findings help the managers to make an informed decision when looking for the right personnel to perform the job. The outcome of this research can be interpreted as; when individuals display traits of being charismatic, they can

also easily have affection with organisations, meaning staying longer with the organisation. This situation has a positive impact on the general performance of those organisations. The opposite is true also if people are affectively committed to organisations, this may also mean that they are charismatic leaders in nature.

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