



Charismatic Leadership and Job Performance: Mediation of Interpersonal Communication and Moderation of Leader Vision

Sahar Rafiq¹, Muhammad Tasnim Khan²

¹ Department of Aviation Management, Superior University, Lahore, Pakistan. Email: sahroo111@gmail.com

² Dr. Hasan Murad School of Management, University of Management and Technology, Lahore, Pakistan.

Email: tasnim.khan@umt.edu.pk

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ABSTRACT

The study investigates the association between charismatic leadership and job performance using interpersonal communication as a mediator and leader vision as moderator variables. The social cognitive theory uses as a theoretical lens to understand this conceptual framework. The sample of the study is those organizations that have undergone a central level of change. The study used a cross-sectional research design and data was collected from 350 participants through paper-and-pencil questionnaires to 30 different organizations. This exploratory study uses structural equation modeling (SEM) with common method bias (CMB), discriminant, and convergent validity tests to analyze the data. The results of this study explain how charismatic leadership impacted job performance with moderated (leader vision) mediation (interpersonal communication) analysis. These significant insights delineated practical as well as theoretical implications for both researchers and policymakers. This study significantly contributes to the body of knowledge on human resource literature. According to researchers' knowledge, this study is one of the pioneer studies to investigate leader vision as a moderator variable between stated associations in the Pakistani context.

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Corresponding Author's Email: tasnim.khan@umt.edu.pk

1. Introduction

Every organization heavily relies on its employees to deliver high-quality services for the betterment of organizational performance. Major responsibilities performed by those employees to gain comparative advantages. In this regard, employees' job performance plays a significant role in the organization. Besides that, organizations achieve their goals and objectives through their employees who exhibit high job performance (Gencer et al., 2023). Job performance explained by Rotundo and Sackett (2002) behavior that is under control by any individual to permit the consideration of objective (Zeb et al., 2020). One of the most important cited variables in human resource literature is job performance (De Clercq et al., 2023), and this is partly due to some significant reasons. It is important for organizational outcomes and human resource management (HRM). Globally, every single organization endeavors to accomplish employee job performance over and done with charismatic leadership (LePine et al., 2016) and high interpersonal communication (Takala, 1997). Previous researchers documented that Charismatic leadership and interpersonal communication are significant antecedents of job performance (Men et al., 2021; Pradipto et al., 2023; Takala, 1997).

Interpersonal communication is essential for individual relationships with others. It allows us to build rapport, share thoughts and feelings, and resolve conflicts (Jilani et al., 2022). It is also important for personal and professional success. In the workplace, effective interpersonal communication can help to build trust with colleagues, collaborate on projects, and give and receive feedback (Singh, 2014). Charismatic leadership and interpersonal communication are closely related (Paulsen et al., 2009) because, they are good communicators and able to build trust and rapport with their followers through interpersonal communication, which can lead to

increased motivation and job performance (LePine et al., 2016). Researchers documented that charismatic leaders use several communication skills that are very essential for job performance. They are clear, concise, and persuasive speakers and use language that is both engaging and inspiring (Frese, 2003). The charismatic leader also skilled in nonverbal communication, they use their body language, facial expressions, and eye contact to convey confidence, enthusiasm, and warmth (Le Blanc et al., 2021). They are active listeners so, they take the time to understand the perspectives of others and build rapport (LePine et al., 2016). Charismatic leaders can understand and connect with the emotions of others. They show compassion and understanding, which helps them build trust and loyalty (Paulsen et al., 2009). When charismatic leaders use these interpersonal communication skills effectively, they can create a positive and productive job performance (LePine et al., 2016). They can motivate and inspire their followers to achieve organizational goals.

According to previous studies, the phenomena of leadership recognized as a situational level for employee job performance as predictor variable (Babalola, 2016). Judge et al. (2001) describe the review of job performance, the association among charismatic leadership and intrapersonal communication does not investigated briefly in the investigation of job performance. Previous researchers called for future direction to investigate job performance through interpersonal communication (Giri & Pavan Kumar, 2010). To address the significant insights, this research uses social cognitive theory as a theoretical lens (Bandura, 1986). The study contributes in different ways, first, how charismatic leadership promotes the job performance of employees in the high-tech industry. Second, whether individual intrapersonal communication is influenced by this leadership style and perform interaction relationship through leader vision. Third, interpersonal communication promotes individual job performance. Additionally, this study will provide potential research implications and future direction. for organizations to promote charismatic leadership style, interpersonal communication and job performance of employees.

1.1. Theoretical Background

The SCT (social cognitive theory) suggests that learning interpersonal communication occurs in a social context with reciprocal and dynamic interaction among the environment, individual cognition, other social factors, and individual behaviors (Bandura, 1986). Researchers claim that a leader's behavior can be examined as an external factor in any organization (Le Blanc et al., 2021; Zhu & Zhang, 2020) that imposes a significant impact on employee behavior. According to SCT, researchers expected that team members' interpersonal communication can be encouraged by stated leadership style as a cognitive factor, beside interpersonal communication can faster the employee job performance. Previous researchers have also adopted SCT to investigate the role of charismatic leadership as an external determinant of individual as well as team members' job performance (Lin et al., 2019; Zhu & Zhang, 2020). Drawing the SCT as theoretical underpinnings lens of leadership (Jiang et al., 2021), employee cognitive factors (interpersonal communication) can be influenced by this indirect association (Lievens & Sackett, 2012). Researchers argue that a leader's vision serves as a cognitive element that can influence the stated relationship and faster job performance (Conger et al., 2000).

2. Review of Previous Literature

2.1. Charismatic Leadership and Job Performance

This leadership style inspires and motivates followers through their vision, passion, and ability to connect with them on an emotional level (Cicero & Pierro, 2007). Charismatic leaders are often seen as larger-than-life figures who can achieve great things (Conger et al., 2000). Previous researchers suggested that charismatic leadership can have a positive impact on job performance (LePine et al., 2016; Luu, 2023; Men et al., 2021). For example, one study found that charismatic leaders were more likely to have employees who were satisfied with their jobs, committed to their organizations, and willing to go the extra mile (Le Blanc et al., 2021). Another study found that charismatic leaders were more likely to have teams that were productive and innovative (Paulsen et al., 2009). However, researchers documented that charismatic leadership is not always effective (Fragouli, 2018). It's a powerful tool to improve job performance but it is important to use this leadership style wisely and to be aware of the potential risks (Javidan & Waldman, 2003). In some cases, charismatic leaders can be seen as arrogant or manipulative. They may also make unrealistic promises or set unrealistic goals (Zhang et al., 2020). If charismatic leaders are not able to deliver on their promises, they can quickly lose the trust and

respect of their followers (Judge et al., 2009). Hence, the research suggests that charismatic leadership has a positive impact on improving job performance. However, it is important to use this leadership style wisely and to be aware of the potential risks (Hogan et al., 2021). Overall, the literature review provides strong evidence that charismatic leadership has a positive relationship with job performance. However, more studies are required to understand this leadership style and mechanisms through which charismatic leadership works and to identify the factors that moderate its effects. Hence, researchers propose hypothesis:

H₁: Charismatic Leadership style and significantly related with job performance

2.2. Interpersonal Communication as a mediator

The process of exchanging information, ideas, and feelings between two or more people is called interpersonal communication (DeVito, 2019). Researchers investigate whether interpersonal communication can play a mediation role in charismatic leadership and job performance. For the reason that charismatic leaders are often skilled communicators who can inspire and motivate their followers through their words and actions (Cicero & Pierro, 2007). However, the impact of stated leadership on job performance can be performed as a mediated variable by the clarity of communication between leaders and followers (Levine et al., 2010). Mukhtar et al. (2020) documented that, if leaders communicate in a clear, concise, and engaging way, they are more likely to build trust and rapport with their followers. This can lead to an increase in job performance. On the other hand, if leaders communicate in a vague, confusing, or uninspiring way, they are less likely to be effective (Putri, 2018; Singh, 2014). Therefore, the quality of interpersonal communication can also affect the way that followers perceive the leader's charisma (Men et al., 2021).

To deeply understand this leadership style, it is documented that charismatic leaders are considered the best communicator with interpersonal skills due to their inspirational and motivational qualities (Le Blanc et al., 2021). The effective communication of charismatic leaders can enable them to bring a positive impact on their follower's attitudes and behavior (Mukhtar et al., 2020). Previous studies investigate that charismatic leaders bring about change in their follower's behavior, attitude, and outcomes through interpersonal communication (Crant & Bateman, 2000). The Organizational behavior researchers introduce different intervening roles of interpersonal communication with leadership styles and different employee outcomes (Mukhtar et al., 2020; Putri, 2018; Singh, 2014). Furthermore, past studies investigate positive and significant associations between stated variables and examine employees' job satisfaction, and job burnout from another industry perspective (Awad & Alhashemi, 2012; Wright, 2011). Though, surprisingly, the intervening role of interpersonal communication as a mediator has yet to be investigated fully in those organizations that are undergoing central change. Consequently, building on the previous literature, we suggested that interpersonal communication can play a mediating role between charismatic leadership and job performance. By communicating effectively with their followers, charismatic leaders may have a positive impact on follower interpersonal communication which can lead to improved job performance. As a result, at this stage, we propose the following hypothesis:

H₂: Interpersonal communication performs as a mediated variable among charismatic leadership and job performance

2.3. Moderation of Leader Vision

Leader vision is the ability to see and articulate a future state for an organization or group (Mark A. Griffin et al., 2010). It is a picture of what the organization could be, and it provides a sense of direction and purpose for the people who work there (Shipman et al., 2010). A strong and clear leadership vision is essential for any successful organization (Bish et al., 2015). It allows leaders to set goals, motivate employees, and make decisions that are aligned with the organization's long-term goals (Bish et al., 2015; Shipman et al., 2010). It also helps to create a sense of shared identity and purpose among employees, which can lead to increased interpersonal communication and job performance (AlKayid et al., 2023). Leader vision can play a moderating role between charismatic leadership, interpersonal communication, and job performance. Charismatic leaders are often able to inspire and motivate their followers through their vision and passion (Crant & Bateman, 2000). However, the impact of charismatic leadership on interpersonal communication and job performance can be moderated by the clarity and alignment of the leader's vision with the followers' goals and values. Researchers documented

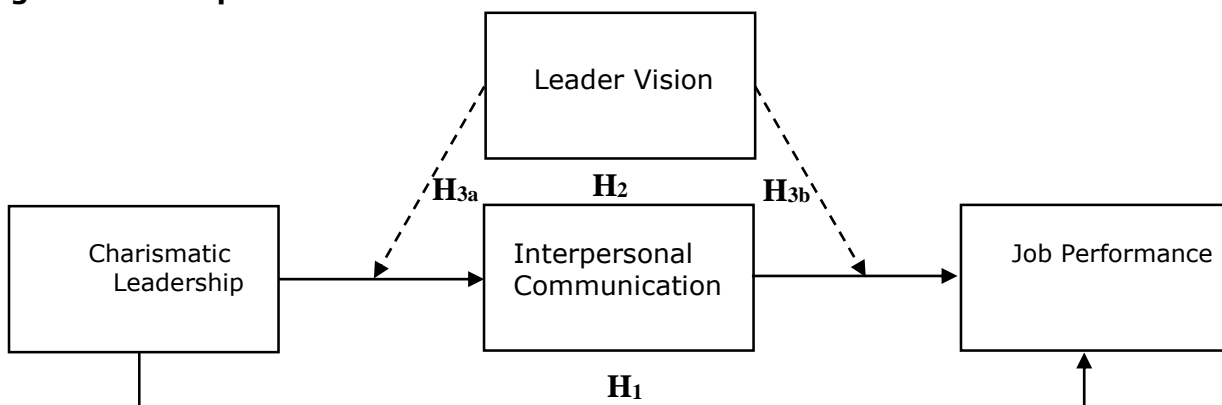
that, if a leader's vision is clear and inspiring, it is more likely to motivate followers to work hard and achieve their goals(Zhang et al., 2022). On the other hand, if a leader's vision is vague or unclear, it is less likely to be effective (Bish et al., 2015). In addition, the alignment of the leader's vision with the followers' goals and values can also affect the CHRL-JP. If a leader's vision is aligned with the followers' goals and values, it is more likely to motivate them to work hard and achieve their goals(Kirkpatrick & Locke, 1996). On the other hand, if the leader's vision is not aligned with the followers' goals and values, it is less likely to be effective(Shipman et al., 2010).

Uncertainty followers feel that the leader is seriously interested in their instructions and motivates them with a clear vision. However, if followers feel that the leader is only interested in using them to achieve their own goals, they are less likely to be motivated by the leader's charisma. Some studies support the moderating role of leader vision and found that job performance was stronger when charismatic leader clearly define their vision to achieve the goal Waldman et al. (2001) Beside, Chung et al. (2011) documented that the association among charismatic leadership, interpersonal communication, and employee performance was stronger when the employee had a strong sense of organizational identification. Rowold and Heinitz (2007) investigated that relationship is stronger when followers identify stronger and aligned with the followers' goals and values. Overall, we are suggesting that leader vision can play a moderating role between charismatic leadership, interpersonal communication, and job performance. By articulating a clear and inspiring vision that is aligned with the followers' goals and values, charismatic leaders can increase the likelihood that their charisma will lead to improved interpersonal communication and job performance. Based on previous literature on stated relationship, we anticipate the following hypothesis:

H_{3a}: Leader vision significantly moderates the association between charismatic leadership and interpersonal communication

H_{3b}: Leader vision significantly moderates the association between interpersonal communication and job performance

Figure 1: Conceptual Framework



3. Research Methodology

The central level of change-oriented organizations was selected for data collection. However, the target population was those organizations that have undergone the central level of change and would like to participate in our study. Therefore, we distributed 500 paper-and-pencil questionnaires to 30 different organizations that were executing the change in structure, technology, budgeting, industry, or marketing with different sectors e.g., cement, telecom, textile, and education as well. Each questionnaire began with an introduction that briefly explained the scope of the respective study. Besides, it demonstrates the confidentiality assurance of all individuals that participated in the study. Overall, researchers obtained 350 usable questionnaires that represented a 70% respondent rate of return. Study participants ranged from 25 to 56 years old (Mean=36.25). Most of the people have got bachelor's degree, (86%), got married (60%), length of tenure was 7 years, and more than half of the participants were female (56.5%).

3.1. Data analysis strategies

To analyze the conceptual framework, researchers used SPSS version 22 for introductory analysis. Preacher and Hayes (2008) Models 1 and 4 were used to analysis data. The KMO identify the sampling adequacy with the value of 0.871 besides that Bartlett's test was perfectly significant at $P < 0.00$ level. Structural equation modeling was conducted to analyze the data recommended by (Hoyle, 1995). The issue of CMB was identified by Harman's single-factor specification. Researchers follow the Fornell and Larcker (1981) model to access the discriminant validity. Additionally, structural equation modeling (SEM) perform for data analysis(Siddiqi & Khan, 2023).

3.2. Instruments

The scales for all variables are adopted from past literature and validated by authentic authors and studies. All measures are translated to simple English, before administrating the survey, we conduct a polite study with 30 individuals to reveal any difficulty or deficiencies in the measures. The 5 Likert scale was used for all instruments as 5 strongly disagree and 1 strongly agree.

3.2.1. Charismatic Leadership

We used 25 items scale to measure charismatic leadership developed by Conger and Kanungo (1994) and validated through previous studies (Conger, 1999; Conger et al., 2000; Crant & Bateman, 2000; Fries et al., 2021; LePine et al., 2016; Yukl, 1999). The sample items are "Has vision; often brings up ideas about possibilities for the future" and "Exciting public speaker".

3.2.2. Job Performance

The job performance as assessed by 18 items scale developed by Fernández-del-Río et al. (2019) and validated by previous studies (D'Souza et al., 2023; Paliga, 2022; Sadovyy et al., 2021). The sample items are "I was able to set priorities" and "I managed my time well".

3.2.3. Intrapersonal Communication

To measure interpersonal communication, we used 30 items scale developed by Rubin and Martin (1994). This scale is also used in past studies to access interpersonal communication (DeVito, 2019; Hodis et al., 2023; Oates & Davidson, 2015). The sample items are "I reveal how I feel to others" and "I am comfortable in social situations".

3.2.4. Leader Vision

The leader vision is accessed by 3 items scale developed by Mark A Griffin et al. (2010). This scale is validated by previous studies (Bedarkar & Pandita, 2014; Oreg & Berson, 2019). The sample item is "Creates an exciting and attractive image of where the team is going".

3.2.5. Control Variables

The study accounted for statistical analysis for the effect of two demographic variables and this study used to control, the gender (male =0 and female =1) and total experience in the organization. Researchers claim that employees hold about their performance level depending upon their gender as well as how long they have been working in the organization(De Clercq et al., 2023; Edgar et al., 2021).

4. Results

4.1. Descriptive Analysis

Table 1 shows the summary of all data, zero-order correlation coefficient, and reliability analysis for study variables. The normality data is described by mean and standard deviation. The internal correlation displays the existence of moderated positive correlation coefficient for all variables. Cronbach's alpha shows the value range from 0.753 to 0.821and this is significantly acceptable (George & Mallery, 2003; K & Ranjit, 2020).

Table 1: Descriptive Statistics, Correlation Coefficient, and Reliability Analysis

Variables	Mean	SD	α	1	2	3	4	5	6
1. Charismatic Leadership	3.124	0.875	0.753	1					
2. Job Performance	2.654	0.658	0.787	0.521**	1				

3. Interpersonal Communication	2.986	0.745	0.812	0.363**	0.547**	1			
4. Leader Vision	2.145	0.685	0.801	0.425**	0.326**	0.362**	1		
5. Gender (1=female)	0.524	0.625	0.768	0.254**	0.325**	0.254**	0.321**	1	
6. Work Experience	5.287	4.254	0.791	0.362**	0.254**	0.326**	0.327**	0.415**	1

4.2. Model Fit

To access the model fit, researchers used many indexes which include, Tucker-Lewis's index, chi-squared measure, goodness of fit, mean square error of approximation, and comparative fit index. The results of all indicators and accepted ranges are available in Table 2. The results show that TLI = 0.925, GFI = 0.969, CFI= 0.958, RMSEA= 0.058 which proposed that the model is a good fit as suggested by previous studies (Byrne, 2013; Hooper & Coughlan, 2008).

Table 2: Model Good Fit Indexes

Index	Propose Model Values	Recommended Values	References
χ^2/df	2.547	<3	(Hooper & Coughlan, 2008)
TLI	0.925	>0.90	(Byrne, 2013)
NFI	0.941	>0.90	(Byrne, 2013)
GFI	0.969	>0.90	(Hair et al., 2010)
CFI	0.958	>0.90	(Byrne, 2013)
RMSEA	0.057	<0.07	(Steiger, 2007)

4.3. Common Method Bias

If the data is conducted by the same source with the same data collection method for all study variables thus a common method bias can happen. To check these issues, Harman's single factor is analyzed in the study. This test specification is validated if the value of variance is less than 50% (Podsakoff et al., 2003). The single factor total variance value show 40.58% which is less than the threshold value. Therefore, the problem of CMB is identified.

4.4. Validity Analysis

The average variance extracted (AVE) and composite reliability (CR) results are demonstrated in Table 3 besides discriminant validity diagonal values are bolded. The AVE indicator uses to access the convergent validity. The range of composite reliability is from 0.789 to 0.958, and the AVE value range from 0.525 to 0.768 respectively. The AVE and CV values are above the range of threshold values 0.7 and 0.5 as recommended by Hair et al. (2010). We follow the Fornell and Larcker (1981) model specification to access the discriminant validity. They suggested that the diagonally bolded values of variables are greater than the coefficient of correlation matrix values.

Table 3: Convergent and Discriminant Validity

Variables	CR	AVE	1	2	3	4
1. Charismatic Leadership	0.789	0.525	0.725			
2. Job Performance	0.814	0.625	0.547	0.791		
3. Interpersonal Communication	0.825	0.725	0.562	0.524	0.851	
4. Leader Vision	0.925	0.768	0.654	0.624	0.516	0.876

4.5. Path Analysis

In the present study, a total of four hypotheses were tested and all are significantly accepted. Table 4 shows the direct and indirect association between the variables. H₁ hypothesized the positive and significant association between CHRL and JP of CHRL→JP. It was examined that CHRL has a positive and significant association with JP ($\beta = 0.351$, P-value 0.000). Thus, the H₁ is supported for acceptance. H₂ tested the mediation effect of CHRL, IC, and JP, results revealed that CHRL→IC→JP was found statistically significant ($\beta = 0.342$, P-value 0.000). Thus, the results provide full support for the acceptance of H₂. The results of the moderating effect of leader vision in path one is CHRL*LV→IC statistically positive and significant ($\beta = 0.234$, P-value 0.000). Thus, H_{3a} is fully supported. In path two IC*LV→JP, leader vision positively and significantly moderates the relationship between IC and JP ($\beta = 0.371$, P-value 0.000). Thus, H_{3b} is fully supported.

Table 4: Direct and Indirect Associations

Associations	Original Est	P-Value	2.5% LLCI	97.5% ULCI	Status
CHRL -> JP	0.351	0.000	0.281	0.384	Accepted
CHRL->IC-> JP	0.342	0.000	0.281	0.384	Accepted
CHRL*LV -> IC	0.234	0.001	0.388	0.462	Accepted
IC*LV-> JP	0.371	0.005	0.092	0.273	Accepted

Note(s): CHRL: charismatic leadership, JP: job performance, IC: interpersonal communication, LV: leader vision, n: 350, LLCI: lower limit confidence interval, ULC: upper limit confidence interval, Source(s): Authors' own creation

5. Discussion

This study established the theoretical insight that investigates the relationship between CHRL and JP among those organizations that have undergone a central change. Even though past studies investigate the relationship of CHRL on JP (LePine et al., 2016; Luu, 2023; Pradipto et al., 2023), the role of LV and IC is not to be investigated. According to our knowledge, this is the pioneer study to investigate these variables with charismatic leadership and job performance in the Pakistani context. This analysis was conducted using Preacher and Hayes (2008) process macro. To investigate the mediation analysis researchers used Model 4 while the moderation model examines Model 1 process macro (Hayes & Preacher, 2013). These findings are perfectly supported and aligned with previous studies conducted in Pakistan (Inderyas et al., 2015; Zeb et al., 2020). Therefore, the outcomes of this study align with social cognitive theory and support the contention that individual interpersonal communication can be promoted by charismatic leadership as a contextual and cognitive factor (Le Blanc et al., 2021; Zhu & Zhang, 2020). However, interpersonal communication can be faster for the job performance of employees. Besides that, through SCT theoretical lens we argue that leader vision can also be serve as cognitive element that trigger the influence of this leadership style on interpersonal communication skills and faster job performance. The finding of this study uncovers new insights about the charismatic leadership and job performance relationship.

Researchers claim that adopting the CHRL style in the light of interpersonal communication and leader vision is pivotal and very much needed to enhance the JP in organizations (AlKayid et al., 2023; Edgar et al., 2021; Le Blanc et al., 2021; Putri, 2018). Most of the studies suggested that the charismatic leadership style positive impact on job performance (Kirkpatrick & Locke, 1996). A study by Lee et al. (2015) found that charismatic leaders were associated with increased employee commitment and performance. This positive association is likely due to several factors. First, managers who have charismatic leadership qualities can create a sense of excitement and enthusiasm around their goals (Javidan & Waldman, 2003). This can help to motivate employees to work harder and achieve more (Paulsen et al., 2009). Second, charismatic leaders are often skilled communicators (Putri, 2018). They can articulate their vision clearly and compellingly, which can help to build trust and commitment among employees (AlKayid et al., 2023).

This study uniquely theoretically as well as practically contribute to the current leadership literature on CHRL and JP by evincing new mechanism of LV and IC. One of the direct pathways that underlie the association between CHRL and JP is clarified through this research. Furthermore, mediation and moderation analysis with two different pathways were also investigated. These findings established that CHRL is an antecedent of IC and IC is an antecedent of JP while LV play a multiplier and triggers the relationship between them. Moreover, these results are in concordance with present studies.

6. Conclusion and Implication

This study deals with the charismatic leadership style that makes a bridge between interpersonal communication with job performance. It inspires their followers through brilliant interpersonal communication skills to engage in higher job performance by motivating their members with clear vision and solutions for the betterment of the whole group (Keller, 2006). Studies found that charismatic leadership has a positive impact on job performance, but this impact is moderated by the leader's vision and mediated by interpersonal communication. Specifically, the study investigates that charismatic leadership is more likely to have a positive impact on job performance when the leader has good interpersonal communication skills and a compelling vision. This is because an understandable and clear vision provides a sense of direction and purpose for the organization, which can help to motivate employees to work towards common goals. The study also examines the mediating role of interpersonal communication between job performance and charismatic leadership. This means that

interpersonal communication is the mechanism through which charismatic leadership leads to improved job performance. Charismatic leaders can connect with others on an emotional level, and they use their communication skills to build trust. This allows them to effectively articulate their vision and inspire others to follow them. Furthermore, this study offers some significant practical and theoretical insights in addition to directions for potential researchers and practitioners.

Studies documented that successful people that have more charismatic leadership qualities facilitate their followers and enhance their job performance. Practically, researchers claim that leaders should develop a clear vision to provide clear direction and purpose for the organization as a whole. Furthermore, managers who have charismatic leadership qualities should be more skilled in interpersonal communication, they should be able to connect with their followers on an emotional level and build trust with them. Researchers suggested that organizations should create a cultural and supportive charismatic leadership. It means providing leaders with the resources they need to be successful and creating an environment where employees feel valued and respected. Theoretically, the study explains some ideas that how charismatic leadership impacted job performance and this is consistent with past research (Babalola, 2016). This study identifies two key factors that moderate and mediate the relationship between charismatic leadership and job performance: leader vision and interpersonal communication. This suggests that charismatic leadership is more likely to be effective when the leader has a clear and compelling vision, and when the leader can communicate effectively with their followers.

6.1. Limitation and Future Direction

Finally, this study was conducted in those organizations that underwent central change in different industries. Therefore, the findings of this study might be a general not a specific industry of organization. So, further researchers should explore the influence of specific industry as IT, telecom, or textile. The data was collected in a one-time period as a cross-sectional research design. Therefore, the potential researcher can also go to time lag at least three times with 3 months' interval data collection. In addition, it might be affected by common method biases. To decrease this issue, future researcher adopts longitudinal or experimental research design. Finally, we suggested that future researchers expand and test the preliminary conceptual framework put forward here towards exploring more robust findings of the association between charismatic leadership and job performance.

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