

The Impact of Charismatic Leadership on Organisational Innovation in Deposit Money Banks in Rivers State.

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Abstract: *This study investigates how charismatic leadership influences organizational innovation at a deposit money bank in Rivers State. The study supports the idea that organizational creativity in a cutthroat corporate climate is influenced by charismatic leadership. The sample size for this study consists of 143 employees from the nine institutions. Data for this study project were gathered using the questionnaire. The relationship between the variables under examination was tested using the Spearman rank-order correlation coefficient, and the moderating influence of knowledge-sharing culture on the relationship between charismatic leadership and organizational innovation was assessed using partial correlation. Quasi-experimental research design is the methodology employed. Based on the findings, it is concluded that charismatic leadership has a significant influence on organizational innovation, and some of the recommendations are that management should reward employees for being innovative and should encourage and reward creativity. Also, management should have beliefs, values, and management practices that foster the development of new ideas into products, processes, objects, and services.*

Keywords: Administrative Innovation, Charismatic Leadership, Emotional Appeal, Knowledge sharing, Organizational Innovation, Personal Charisma, Product Innovation, Process Innovation and Trust Building.

INTRODUCTION

The radical transformation in the world of business has made innovation more important now than ever. Due to the high level of competitiveness in the industry, so many organizations are introducing new methods of doing things, making it different from how they were known. For any organization to stand the test of time, that organization must be highly innovative considering the constant changes in the business world. Innovation is the life wire that determines how far an organization will go. When the spirit of innovation is in place, it will affect every part of the organization, and if it is applied effectively, it will boost the organizational competitive advantage in the industry. Organizational innovation cannot be overemphasized, as it keeps organizations competitive in the business environment. Innovation is critical to any organization's survival. According to Eurostat and OECD (2005), organizational innovation consists in the implementation of new organizational methods that can bring about changes in business practices, workplace organizations, or the firm's external relations. The literature concerning organizational innovation is so scattered, and there are diverse views. There is no one agreeable definition of organizational innovation because of its robust nature (Lam, 2005). The dynamic changes in the business world have caused players in all sectors to re-strategize business organizations (Ebiasuode, Onouha, & Nwede, 2017). Damanpour and Gopalakrishnan (2001) assert organizational innovation as generating new behavior and ideas for the firm. Chuang (2005) identified that organizational innovation dimensions are very complex and were viewed from two aspects:

1. Breadth: processes, administrative, policies, systems, products, services, etc.
2. Depth: degree of influence, importance, effect on long-term profitability, etc.

According to Mol and Birkinshaw (2009), organizational innovation can be defined as "new to the state of the art" or "new to the firm." Since it may be expected that this is the most common scenario, the main criterion used in this thesis between these two is "new to the firm." This would imply that organizational innovations could arise from both more localized processes of invention in a particular setting (such as within a particular corporation) and from already-existing dispersed organizational ideas. If the firm is the original developer of the organizational innovation, the latter scenario may indicate that the invention is novel not only for the firm but also potentially for the state of the art. Every organization depends on a number of aspects for its success, and leadership is one of the most important ones. An organization cannot accomplish its goal if the individuals tasked with overseeing its operations lack managerial competence, regardless of its size in terms of finances, personnel, or material resources. Sparks (2014) conducted an interview and study on charismatic leadership, revealing that the leaders under investigation considered humor to be one of their most critical tools for influencing followers. Charismatic leadership cannot be overemphasized, as it is a leader who puts the interests of the organization first. He or she is a self-sufficient leader who works to make sure the goals and objectives of the organization are achieved. Any organization that does not have a charismatic leader can't make room for organizational innovation. An organization can only be innovative if it has a charismatic leader to guide its affairs. A charismatic leader is one who is always ready to consider the interests of his or her followers to make sure they are happy and ready to work, which will enhance organizational innovation.

A charismatic leader paves the way for new ideas that give the organization a competitive advantage in the business world, as well as encouraging organizational innovation. A charismatic leader plays a very vital role in the organization. A charismatic leader has the ability to influence his followers because of the selfless qualities he or she possesses. Hence, for an organization to be innovative, employees have to be considered first because they are the life wire that will help bring about innovation in the organization, and for this to be achieved, it takes a charismatic leader to pilot the affairs of the organization. In everyday work, charismatic leaders offer direction and deeper significance (Bass, 1985; Densten, 2005). They convey a vision that emphasizes the project's significance, a shared objective, a sense of group identity, moral arguments and values, and a focus on long-term objectives (Frese, Beimeel, & Schoenborn, 2003). As a result, they offer a more thorough grasp of job requirements. Densten's (2005) work provides proof of this impact. Charismatic leaders emphasize the worth of their followers' efforts even under pressure, according to the value-expectancy theory (Vroom, 1964; Kominis & Emmanuel, 2007). Together, these factors lead us to believe that charismatic leaders would support the expectations of their followers to achieve certain goals despite obstacles and the importance they place on achieving them. Therefore, charismatic leaders aid followers in viewing a difficult circumstance as a challenge as opposed to a threat. In light of this, numerous studies have demonstrated that charismatic leadership is particularly effective in raising followers' performance in circumstances that they view as demanding (Bass, 1985; Waldman et al., 2001). In order to facilitate extra-role behavior, charismatic leaders must lessen the stress of their followers at work.

However, the point of departure shows how charismatic leadership enhances organizational innovation.

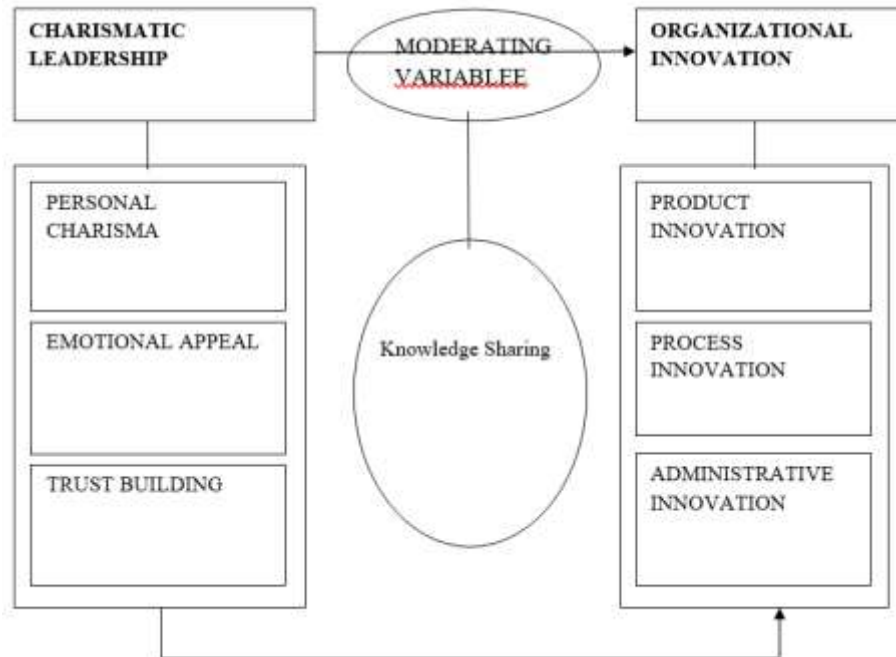
Statement the of Problem

The banking sector in Nigeria is facing numerous challenges in terms of innovation and growth. Despite recent advancement in technology, many banks still struggle to embrace and implement innovative practices in their operations. One of the major contributors to this problem is lack of charismatic leadership within these organizations. Charismatic leaders possess exceptional vision, confidence and persuasive abilities to inspire and motivate their followers towards achieving organizational goals. However, there is a significant gap in the presence of charismatic leadership within banks in rivers state, Nigeria.

This absence of charismatic leadership hinders the bank's ability to foster a culture of innovation and engage employees in adopting and implementing new ideas and practices. Many employees feel disengaged, lacking empowerment and unable to contribute to the development of innovative solutions. Furthermore, the absence of charismatic leadership can result in a lack of clear directions and strategic alignment within banks. Without a visionary leader capable of inspiring others, the organization may lack a clear mission, goals and strategies to drive innovation and achieve sustainable growth.

To address these issues, it is crucial for banks in Nigeria to recognize the importance of charismatic leadership and its connection to organizational innovation. Effective leadership can create a positive work environment that foster innovation, encourages employee's involvement, and propels the organization towards achieving its goals. By identifying and developing charismatic leaders within their ranks or by recruiting charismatic leaders externally, banks can begin to cultivate a culture of innovation, embrace new ideas and drive growth.

Conceptual Framework



Source: Authors and Damapour and Evans (1984) in Tan &Narsurdin (2010)

The conceptual framework shows the relationship between charismatic leadership and organizational innovation. The framework above shows the dimensions of the independent variable which are personal charisma, Emotional appeal, trust building while the measures of the organizational innovation (dependent variable) are product, process and administrative innovation as adapted from Stewart et al (2003). The intervening factor is knowledge sharing. Therefore, the researcher adapts this framework in order to illustrate the topic under review charismatic leadership and Organizational Innovation. A study of commercial deposit money banks in Rivers State.

Aim and Objectives of the Study

The study seeks to examine the relationship between charismatic leadership and organisational innovation. The study went further to ascertain how charismatic leadership influence organisational innovation in an organisation.

- Ascertain the influence of emotional appeal on product innovation
- Ascertain the influence of emotional appeal on process innovation
- Ascertain the influence of emotional appeal on administrative innovation
- Ascertain the influence of personal charisma on product innovation
- Ascertain the influence of personal charisma on process innovation
- Ascertain the influence of personal charisma on administrative innovation
- Ascertain the influence of trust building on product innovation
- Ascertain the influence of trust building on process innovation
- Ascertain the influence of trust building on administrative innovation
- Ascertain the influence of knowledge sharing on the relationship between charismatic leadership and organizational innovation

Research Question

1. To what extend do emotional appeal influence process innovation?
2. To what extend do emotional appeal influence product innovation?
3. To what extend do emotional appeal influence administrative innovation?
4. To what extend do personal charisma influence process innovation?
5. To what extend do personal charisma influence product innovation?
6. To what extend do personal charisma influence administrative innovation?
7. To what extend do trust building influence process innovation?

8. To what extent do trust building influence product innovation?
9. To what extent do trust building influence administration?
10. To what extent do knowledge sharing moderate charismatic leadership and organizational innovation?

Research Hypothesis

1. There is no significant relationship between emotional appeal and process innovation.
2. There is no significant relationship between emotional appeal and product innovation.
3. There is no significant relationship between emotional appeal and administration innovation.
4. There is no significant relationship between personal charisma and process innovation.
5. There is no significant relationship between personal charisma and product innovation.
6. There is no significant relationship between personal charisma and administrative innovation.
7. There is no significant relationship between trust building and administrative innovation.
8. There is no significant relationship between trust building and process innovation.
9. There is no significant relationship between trust building and product innovation.
10. Knowledge sharing does not moderate charismatic leadership and innovation.

Significance of the Study

The study of charismatic leadership and organizational innovation holds a significant importance in the field of management and organizational behaviour in the banking industry and other sectors. Charismatic leaders have a profound impact on organizations. Their ability to articulate a compelling vision, inspire followers and drive change can significantly influence the direction and performance of the organization. Understanding charismatic leadership can provide insights into how leaders can effectively motivate and influence others to achieve organizational goals. It offers valuable insights into how leaders can drive positive change, foster innovation and create a thriving organizational environment. This knowledge is crucial for organizational success, employee well-being and long term sustainability.

Scope of the Study

CONTENT SCOPE: This study is limited to literature review on charismatic leadership and organization innovation with one mediating factor knowledge sharing.

GEOGRAPHICAL SCOPE: Geographically this study covers banks within Rivers State.

UNIT OF ANALYSIS

Unit of analysis will be macro on organizational level of analysis.

REVIEW OF RELATED LITERATURE

Theoretical framework

This research work is based on two theories which are Cognitive theory and Transformational leadership theory.

Cognitive Theory

According to cognitive theory, behavior that is genuinely motivated is that which gives rise to a person's sense of competence and autonomy (De Charms, 1968; White, 1959). The theory goes on to say that extrinsic rewards might influence intrinsic motivation through two different processes: a shift in the perception of locus causality and a shift in the sense of competence and autonomy. When an employee has intrinsic motivation, he or she is the center of causality. But when he gets an outside benefit, he starts to see the external incentive as the source of causation, which reduces his inner motivation (DeCharms, 1968; Heider, 1958). People are naturally driven to engage in activities that provide them with a sense of competence and autonomy. Therefore, by influencing their sense of competence and self-determination, rewards or feedback might have an impact on their intrinsic drive.

Transformational Leadership

Heroes are the foundation of transformational leadership theory. The ability to identify the correct route and inspire others to follow it is considered a necessary leadership quality for any individual, group, or organization to function well. Most theories of transformational leadership make the fundamental assumption that a strong leader will motivate people to give of themselves and work exceptionally hard. The leader has the ability to influence others in a unidirectional manner. Results are regarded as demonstrating that the leader motivates followers to perform better when a correlation is discovered between transformational leadership and subordinate commitment or performance. A transformational leader is an individual who motivates and encourages their people to pursue remarkable goals (Robbins & Coulter, 2007). He or she attends to each individual follower's concerns and developmental requirements; they help followers see problems in a new light and alter their perspective on existing ones; and they

have the ability to enthuse, motivate, and inspire followers to work even harder to accomplish group objectives. The main idea behind transformational leadership theory is that a leader can influence followers to act in the best interests of the group as a whole and to look out for each other's interests (Warrilow, 2012). James Macgregor Burns first proposed the idea of transformational leadership in 1978 while doing a descriptive study on political leaders. Since then, however, B.M. Bass and J.B. Avasio have further modified the concept and used it in organizational psychology and management (Jung & Sosik, 2000).

Concept of Charismatic Leadership

One of the most well-known concepts of the new theories in leadership research over the past 20 years is charismatic leadership (Dvir et al. 2002). According to Waldman et al. (2001), charismatic leaders exhibit a clear sense of purpose and vision, exhibit tenacity, and set high standards for themselves and others. They motivate their followers to achieve amazing things by giving them purpose, clarity, and a sense of belonging to the organization's objectives (Shamir, House, and Arthur 1993). Additionally, they provide followers with coaching, mentoring, and support, all of which boost their self-esteem. According to Waldman et al. (2001), charismatic leaders elicit strong identification from their followers with the organization's vision. Consequently, there is a favorable correlation between organizational success and charismatic leadership (e.g., House et al., 1991; Howell & Frost, 1989; Kirkpatrick & Locke, 1996). People have a perception of charismatic leaders as being warm and amiable, as well as strong, vibrant, and influential. Additionally, meta-analytic research revealed a link between charismatic leadership and successful outcomes (DeGroot, Kiker, & Cross, 2000; Lowe, Kroeck, & Sivasubramaniam, 1996). Previous studies have revealed that followers are motivated to achieve goals when an upbeat, enthusiastic, and trustworthy corporate vision is communicated to them (Conger & Kanungo, 1998; Shamir, House, & Arthur, 1993). Additionally, a charismatic leader is a very successful communicator (Bryman, 1992). According to Katz and Kahn (1978), the primary criteria for characterizing a charismatic leadership style are the affective requirements of the followers. Others have described charismatic leadership as a leader's pattern of nonverbal cues that express their confidence and excitement (Riggio, 1987). Weber (194) defines charisma as "a certain quality of an individual personality, by virtue of which he or she is treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities, and by virtue of which he or she is set apart from ordinary people." It made it clear that the leaders are not your typical people. People view leaders as heavenly beings or as role models. Furthermore, charisma is defined as "a special quality of leaders whose purposes, powers, and extraordinary determination differentiate them from the others," according to Conger and Kanungo (cited in Dubrin, 2003). According to Lussier and Achua (2004), visionary leaders possess charm. Instead of just existing, they wish to evolve. They create new goods, innovate processes, and revitalize failed businesses (Bass, 1981; Bass, 1985; Burns, 1978; Maslow, 1970). They are able to offer sound future vision proposals to the benefit of their company. Appealing to principles, interests, ambitions, and goals, charismatic leaders paint a positive picture of the future. They never pass up the opportunity to articulate their ideas through stories, metaphors, symbols, slogans, and real-world examples, as well as to repeat and disseminate them (Dubrin, 2003; Javidan and Waldman, 2003; Groves, 2005). According to Galvin, Balkundi, and Waldman (2010), charismatic leadership is also defined as an outstanding form of influence that is typically linked to leadership that is viewed as remarkable, gifted, and even heroic.

According to Galvin et al. (2010), this type of leadership philosophy is said to have many positive qualities and individual traits, including influence, confidence, power, and success. It is common for charismatic leaders to not interact directly with every subordinate under their supervision (Galvin, Balkundi, & Waldman, 2010). The charismatic leader's followership and promotion are greatly influenced by surrogates. Influential individuals who play critical roles in the leader's success frequently serve as surrogates, particularly those who have the ability to judge the charismatic leader's influence on distant followers (Galvin, Balkundi, & Waldman, 2010). The charismatic leadership paradigm, which focuses on the leader, places undue emphasis on how the leader's traits and deeds shape the motivation, attitudes, and behaviors of their followers (Howell & Shamir, 2005). According to Howell and Shamir's (2005) theory, followers form two distinct kinds of charismatic relationships with their leaders: a personalized relationship and a socialized relationship, based on their self-concepts. Followers with high trust in upper management (leadership) are frequently more cooperative and attached to the dyadic relationship (Michalis et al., 2009). The method of motivating others to exhibit particular behaviors through communication, persuasion, and force of personality is known as charismatic leadership. Followers of charismatic leaders are motivated to act or act more effectively. Strongly involving followers' self-concepts in the pursuit of the leader's stated purpose is how charismatic leadership works. Heroism and adaptability are key components of charismatic leadership. Psychology Today states that most political leaders pick up charismatic communication skills. The performance of organizations can be greatly impacted by charismatic leadership, which has become increasingly popular in recent years. The positive impacts of charismatic leadership are felt by the workforce, and employees' performance gradually improves under such leadership. Effective leaders are those who possess charisma. In an effort to improve organizational performance, organizations are embracing charismatic leadership (Agle, 2006). A crucial factor is the followers' faith in the leaders. A charismatic leader needs to arouse followers' excitement in order for their influence to last over time. According to Cicero and Pieria (2007), charismatic leaders inspire motivation in their subordinates and followers and help them recognize their own worth. This leads to a sense of commitment and job satisfaction, which in turn leads to efficiency and, ultimately, organizational performance. An organization with a charismatic leader has found great success. Conger, 2000 Charming leaders encourage organization and task commitment. Leaders guide their subordinates to ensure their loyalty and productivity. Charismatic leadership has a completely different approach. Groups are drawn together by charismatic leaders because of their charm and personality. In order to maintain their image, charismatic leaders employ a wide

range of strategies. If they lack logical charisma, they may also work hard to develop their skills. According to Takala (2005), social functions contain leadership at different levels. Furthermore, leadership can be defined as an individual's method of influencing society (Antonakis & Day, 2011). It exhibits remarkable conduct and is capable of demonstrating high degrees of competence, or charisma, as it is more well known (Bell, 1987). Theories on leadership have made charisma a fundamental theme (Hentrup, 2017). It is beneficial to business, especially in the long run, and it can accomplish tasks (Nikoloski, 2015). The term "charismatic leadership" most commonly refers to the emotional connections that exist between society's leaders and themselves (Popper, 2000). It is true that charismatic relationships are thought to be the "most emotional" (Popper, 2000). According to Popper (2000), some even liken these relationships to passionate love.

According to Abbasiyannejad et al. (2015), charismatic leadership is a concept where followers aspire to identify with and copy their leader. In general, personality factors such as a leader's charisma tend to be more emphasized these days than organizational circumstances, which were more frequently employed in the past (Takala, 2005). Researchers have given charismatic leadership a lot of attention, maybe due to its favorable correlation with organizational performance (Brinkman 2015). Here, Karim, Mardhotillah, and Samadi (2019) examine three intriguing conceptual difficulties. First of all, charismatic leaders are uncommon or exceptional. Secondly, the charismatic leadership process entails possessing charisma as a trait or personal quality. Third, charismatic leadership's negative aspects (Judge et al., 2006). According to Nikezić et al. (2013), charismatic leaders possess characteristics such as strong domineering inclinations, self-worth, and conviction in their opinions. The foundation of Weber's charismatic leadership paradigm consisted of two main elements. First, there is a need, objective, or desire among followers (Karim, 2019). Second, they submit to the leader because they believe that charismatic leadership will enable them to achieve their objectives or fulfil their dreams (Sparks, 2014). It is argued that a narcissistic explanation underlies the desire to be a personalized charismatic leader, whereas the absence of a father figure increases the likelihood of a socialized charismatic leadership pattern (Popper, 2000). One approach to evoking emotion is emphasized in the study of charismatic leadership. This implies that there is no discernible difference between task-based and community-based leadership (Shalit, 2010). A religious person's strong and intimate relationship with their god is fundamental to their charisma. It has two dimensions: general and magical. In addition to leaders, this circle affects followers in their social interactions and places of worship (Amendolara, 1993). A charismatic leader's advantages may occasionally turn into disadvantages (Poskas et al., 2013). In order to be viewed as charismatic by wider audiences, charismatic leaders also need to be able to effectively communicate across distances and across a range of media (Bell, 1987).

DIMENSION OF CHARISMATIC LEADERSHIP

The dimensions of charismatic leadership are personal charisma, emotional appeal and trust building.

Personal Charisma

A charismatic leader typically demonstrates personal charm, confidence, and charisma that attracts and affects others. They possess great interpersonal skills and a charismatic personality that draws people towards them. These leaders have a high amount of influence in an organization. Personal charm cannot be overemphasized in the context of leadership. They are visionary leaders who guide people to achieve organizational goals. Charisma is the particular trait some people possess that allows them to relate to and inspire others on a deep emotional level. Persons exhibiting charisma tend to be attractive to others, to be persuasive and motivating, and to be described as bright and effective communicators. Currently, charisma lacks a commonly accepted definition. According to Bell (1987), societies tend to assign charisma to a leader who exhibits outstanding behavior. According to Judge et al. (2006), the perception of leadership is not superficial and can result in specific consequences or not. According to Sparks (2014), charismatic leaders possess the capacity to communicate in a way that motivates and involves their followers in their vision. Charismatic leadership emerges in a favorable environment because of crisis events or other significant realities (Bell, 1987). In addition, civic participation is a vital component for the development of networks within communities and can be promoted by charismatic leaders (Varella et al., 2005). According to Brinkman (2015), for leadership and subordinates to exist, a leader and society must engage in a relational process for leadership to occur and subordinates to exist. Does charisma stem primarily from a leader's qualities, the environment in which they operate, or the way in which leaders and society interact. However, in recent years, there has been a significant merging of the ideas of interaction (Yukl, 1998). Finding definitions of charisma and methods for instilling obedience, as well as comprehensive information on attempts to project charisma, subordinate perceptions, and the impact of charisma on compliance, are all crucial components of this research, which is urgent because it can add to our understanding of charismatic leadership and the reciprocal communication that occurs between leaders and society. The Greek term for "divinely inspired gift," such as the capacity for prophecy, is "charisma" (Karim, 2016). This phrase was coined by sociologist Max Weber to characterize a type of influence that isn't founded in custom or authority but rather on the belief held by followers that their leader possesses exceptional skills (Yukl, 1998). Emotional expressiveness, self-worth, self-assurance, resolve, internal stability, intellectual stimulation, passion, and dedication to one's own vision are all considered traits of charisma. Charming leaders have the ability to inspire followers with their confidence and sense of self. The unique attribute that some people have that enables them to inspire and connect with others on a profound emotional level is known as charisma. People with charisma are often seen as intelligent and skilled communicators, endearing to others, influential, and inspirational. Charisma is a relatively elusive phenomenon that has been described in a variety of ways while being extensively explored in sociology, psychology, political science, communication, and other fields. As of right now, charisma is not universally understood. Personal charisma is characterized by a theatrical flare involving

the desire and capacity to transmit emotions, thereby inspiring others (Friedman, Prince, Riggio, & Dimatteo, 1980; Friedman & Riggio, 1981).

Emotional Appeal

Powerful emotional elicitation and excitement among followers are hallmarks of charismatic leaders. They inspire and influence others to believe in their goal with their contagious passion, energy, and positive emotions. The art of emotionally appealing to others in order to persuade them to share your vision is known as emotional appeal. Sponsors are known for using dramatic emotional ads to amplify the uniqueness and potency of their public relations appeals by delivering messages that are intended to shock and stimulate the brain (Moore, 1989). Feelings are cognitive emotions that, when combined with attitudes and viewpoints, can influence the effect of behavior. The term "feeling" refers to a psychological state that arises from intellectual assessments of events or thoughts. It has a subjective quality, is often expressed genuinely, is influenced by physiological processes, and can lead to specific actions to validate or cope with the emotions. Emotional appeals should stem from the user's emotional, experiential aspect. According to Armstrong (1991), emotional appeal refers to the deliberate effort to evoke one or more favorable or unfavorable feelings that encourage buying. These encompass fear, guilt, and shame-based rationales that effectively influence individuals to comply with what is expected of them or to refrain from engaging in undesirable behavior. The use of emotional appeal influences clients' purchasing decisions. These individuals are driven to buy particular things as a result of emotional motivations. Individual appeal and community appeal are two types of emotional attraction. Individual emotions drive people to buy products out of fear, comfort, security, excitement, confidence, enjoyment, fulfillment, and delight, while a friendly appeal pushes people to buy items for recognition, affiliation, acknowledgment, and social standing. The word emotional appeal refers to a person's mental and social demands for purchasing specific products and services. According to Solomon et al. (2011), great advertising can be characterized by its ability to develop an emotional connection with the consumer. Such promotions, which appeal to the heart rather than the head, are much more effective. Research has shown that commercials that elicit emotional responses are more effective at capturing users' attention and being remembered. Hallward (2005) states that when a consumer holds a favorable perception of the promoted product, they are influenced by emotional motivators, which facilitate behavioral change. Percy (2011) argues that advertising with an emotional appeal is far more effective than advertising with intellectual appeals. The emotions utilized in commercials are transferred through proper emotional appeals. Emotional advertising appeals are innovative advertising strategies that try to urge consumers to be driven to buy and shape their views towards the product or service being advertised (Berkman & Gilson, 1987). According to Ambekar (2009), emotional advertising appeals are used to develop specific ideas about people who consume products and affect customer purchase decision-making. In the case of employees, emotional appeal is used to publicize the aims of the company to employees for effective performance in the organization. A charismatic leader employs emotional appeal to inspire followers to achieve their goals. Schiffman and Kanuk (2007) defined emotional appeal as a psychological aim that promotes desire and interest in a brand. Keshari & Jain (2014) have defined emotional appeal as an endeavor to stir up either negative or positive emotions that can inspire purchase." Emotional appeals typically depict some form of event or real-life circumstance in a way that develops psychological demand for the marketed product. Emotional branding is a strategic component of any marketing plan, so it is necessary to create an experience that drives through the motion. To generate this motivation, the company needs to follow a few stages that are linked to emotional branding. An advertisement that wants to be emotionally appealing must target their audience and try to understand how the audience might respond to the emotional factor linked to that advertisement. The emotional appeal of an advertisement must urge the viewer to be a buyer of the goods, which means the commercial must encourage the consumer to make a purchase decision.

Trust Building

Charismatic leaders build a high level of confidence and trust among their followers. They establish a secure and supportive environment where individuals are comfortable taking risks and being honest about their thoughts and opinions. The nature of trust and mistrust in an organization can build or break its culture and cohesion. There can be nothing more destructive than a lack of trust between the employees of an organization. Lack of trust can produce a hostile atmosphere that can be poisonous to multiple people and other teams around them. The growing requirement for efficiency, the increasing level of competition, and the complexity and speed of change have prompted firms to restructure their organizational framework into a team-based model in order to attain a high-performing state (Sharp et al. 2000). The purpose of teamwork is to promote synergy between diverse components of the organization. Teams cannot perform without substantial social contact (Erdem & Ozen, 2003). Social interaction demands trust. When developing high-performing teams, one of the most critical factors is trust (Hakanen & Soudunsaari, 2012). Trust and openness define the level of emotional safety in partnerships. When there is a significant amount of trust, team members trust each other and feel safe enough to be open and honest with their coworkers. Where trust is absent, team members are skeptical of each other. In these settings, team members find it exceedingly difficult to freely interact with each other and function as a team (Isaksen & Lauer, 2002). Trust-building is an extended process compared to quick-paced business processes. Trust building can be accelerated through open interaction and effective communication skills (Stähle & Laento, 2000). Reagan and Zuckerman (2001) have demonstrated the connection between communication frequency and production: frequent communication promotes higher output. They also observed that homogeneous teams have a lower production level than diversified ones. Trust at the team level is a complicated but vital factor. In order to allow them to break the ice and build productive working connections, trust serves as the glue that sustains the coherence of a team (Tseng & Ku 2011). Motivation for shared vision helps to establish trust (Meyerson, Weick, & Kramer 1996). Trust has a

direct effect on communication, commitment, and loyalty. Trust facilitates open idea exchange, which is vital, for example, while generating new solutions or when the group is suffering from big setbacks, and plays a part in joint creation and innovation. Moreover, trust improves the quality and extent of engagement. Trust improves people's desire to enter open debate, but it also supports perceiving others viewpoints (Harisalo & Miettinen, 2010). Tseng and Ku (2011) found that the level of trust has a strong positive link with team performance, and the degree of trust has a strong positive association with teamwork satisfaction.

Concept of Organisational Innovation

Change is an important element of organizational existence. Therefore, it is suggested that organizations should be exceptionally creative for the long-term survival of the organization. Innovation is viewed as a decisive component of organizational growth and superior commercial performance (Gumusluoglu & Ilsev, 2009). This approach relies on an innovation-oriented company strategy and grants higher investment in the expansion of organizational competence to invent new goods. Organizational innovation refers to the implementation of new ideas, processes and technologies within an organization to improve efficiency, productivity and overall performance. This can involve changes in the way the organization is structured, how it operates and how it approaches challenges and opportunities. Organizational innovation is crucial for businesses to stay ahead of the competition and adapt to change and invest in ongoing learning and development to foster a culture of innovation within the organization. By continuously seeking new opportunities for improvement and growth, organizations can drive innovation and drive sustainable success in the long term.

MEASURES OF ORGANIZATIONAL INNOVATION

Product innovation

According to Damanpour and Gopalakrishnan (2001), product innovation is the process of creating and launching a new product to add value and satisfy consumer or market demands. Product innovation is a methodical approach to work that utilizes current information from studies and real-world applications to create new materials, goods, and gadgets. Product innovation may also be defined as the process of coming up with or developing new, valuable product concepts that can satisfy market needs and demand.

Process Innovation

According to Leonard and Waldman (2007), process innovation is defined as both developing a new process and enhancing an already-existing one. It involves introducing a new, significantly improved delivery or production method that includes equipment, technique adjustments, and other things, according to Bi, Sun, Zheng, and Li (2006). Another aspect of process innovation is improved manufacturing methods using new tools, equipment, and skills.

Administrative Innovation

According to Chew (2000), administrative innovation is performance gained via modifications to organizational structure, administrative procedures, reward systems, and information systems. Basic organizational tasks that are directly related to management are included in administrative innovation (Damanpour & Evans, 1984). Administrative innovation makes sure that businesses have established practices and policies for designing, creating, and delivering goods and creative services to customers. Administrative innovation refers to changes in organizational structure, compensation, information systems, and administrative procedures that are performance-based.

Concept of Knowledge Sharing

Knowledge sharing is key to the success of all knowledge management strategists. Effective knowledge-sharing strategies enable the reuse and regeneration of knowledge at the individual and organizational levels. In recent years, there has been much attention given to the need to build a culture in organizations that is proponents of information sharing and execute techniques that are more knowledge-friendly. Nowadays, firms worldwide have been significantly pursuing steps to ensure knowledge management is successful by incorporating information sharing methods into their everyday work processes. In a Malaysian setting, some organizations have made attempts to include knowledge sharing in their operational processes. They believe that through a knowledge management platform, they may exchange experience and expertise from one individual to another without borders. Knowledge sharing is described as "the process of transferring knowledge from one person to another in an organization (Park & Im, 2003). It is a method to acquire common knowledge among members." It is also defined as a sort of social contact among people (Bock & Kim, 2002). Knowledge, unlike information, is locked in the human mind and part of human identity. Knowledge sharing is about "how people share and use what they know (Frappaolo, 2006). In addition, knowledge sharing is defined as a social structure that facilitates cooperation and integration, which is generally assisted by technology (Tasmin & Wood, 2007). Other researchers believed that knowledge sharing needed to be related to an "appropriate mix" of technological channels for maximizing information exchanges. Creating and exchanging knowledge are intangible actions that can neither be supervised nor imposed (Kimiz, 2005). They happen only when people cooperate voluntarily. This sharing of knowledge can lead to the generation of new knowledge, which can be an essential source of competitive advantage. Referring to Bock and Kim (2002), Davenport (1997) contends that

sharing knowledge is often unnatural. He added that many people will not share their information because they consider it valuable and vital. Thus, information exchange practices are encouraged and conducted mostly at individual levels. Even in the absence of strong organizational standards for information sharing, employees may tend to share knowledge according to their own benefits and costs (Hanan, Samieh, & Khaled, 2007). At the end, knowledge-sharing techniques can help firms become more profitable and victorious. Nowadays, many CEOs and managers in enterprises appreciate the importance of knowledge sharing among their employees and are ready to apply the knowledge management paradigm in their workplaces. Several studies have been undertaken over the past five years to assess knowledge management methods and information sharing practices in local organizations (Chaudhry, 2005).

METHODOLOGY

Research Design

This is an approach used to collect and analyze data in a study. Research design is a decision-making process. The researcher chooses from many design possibilities, looks over the trade-offs of each strategy, and decides the possible answer for this study. The researcher used a quasi-experimental study design survey since variables of interest in a sample of participants are evaluated once and the relationship between them is determined. The factors to be researched in this work are not susceptible to the control or modification of the researcher. However, fresh knowledge should be generated. For this, the research design that may be ideal for this task is the cross-sectional survey, which is a form of quasi-experimental research design that is equivalent to taking a snap shot of a situation (Baridam, 2001).

Population of the Study

The target population for this study consists of banks in Rivers State. The researcher identified banks in Rivers State. The population size may be too broad for a thorough study, so the population of study will consist of 19 banks in Rivers State, based on some limitations; work will be done on a sample from the population of 143 staff from the head office of all the selected 9 banks in Port Harcourt. **Sample and Sampling Techniques**

This study focuses on the charismatic leadership and organizational innovation of commercial deposit money banks in Rivers State. This research work will consider nine banks in Rivers State. These nine banks were chosen based on the July 2016 world bank ranking; they are Zenith, First Bank, Guarantee Trust Bank, Access Bank, United Bank of Africa, Fidelity Bank, First City Monument Bank, Union Bank, and Ecobank.

The test instrument was distributed among the nine banks using the Bowley (1964) proportional allocation formula.

PRIMARY METHOD OF DATA COLLECTION

The information used in this work will be from data collected through questionnaire administration. A questionnaire is an instrument used to collect data from respondents, whereby questions are administered in a predetermined manner. It is easy to collect responses from a large sample size of the population prior to qualitative analysis, and providing more valid data can easily be quantified. The questionnaire in this study was structured in two sections; one provided demographic information about the respondent, such as age, gender, duration of appointment in the organization, and educational qualification. Section two elicited responses on the variable under study, in which each variable contains three questions each and the moderating variable contains one question.

METHOD OF DATA COLLECTION

As stated above, data will be collected from both sources. The primary data collection was made possible with the use of a research questionnaire adopted from the Likert scale, and copies of the research questionnaire are administered personally by the researcher to managers of these banks in Rivers State. The researcher also spent time in some of these banks to have a chat with the principal officers, who were randomly selected.

Method of Data Analysis

The researcher shall analyze the relationship between the several variables and moderating variables that are cordially scaled by the use of a statistical tool known as the Spearman rank order. The spearman rank order is most relevant for this research work since the data were collected at the ordinal levels.

Validity/Reliability of Instrument

Validity and reliability are two important aspects of assessing variables. For the goal of ensuring the validity of the study, the study will be carried out under the supervision of an academic expert; therefore, the instrument may then be validated to be valid for the purpose intended. To confirm the dependability of the test for the collection. Cronbach alpha shall be utilized, in which if the resulting coefficient is over 0.77, the test is deemed to be reliable, and if the result is less than 0.77, the test is not reliable. A frequently accepted rule of thumb for expressing internal consistency using Cronbach's alpha.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Data Analysis and Result

In the course of this research, 262 copies of questionnaire were distributed, 170 copies of questionnaires were retrieved, 27 copies were invalid, while 143 were valid, it therefore means that 143 responses shall form the basis for computation in this study. In this chapter the data collected shall be presented in the frequency distribution table based on simple percentage of SPSS version 22. The hypotheses are the final analysis that shall be tested empirically. The questionnaire administered to respondents is made up of 23 question items divided into sections A and B. 6 questions represent the demographic data of the respondents which is section A and section B is made up of 17 questions on Charismatic Leadership, Organizational Innovation and knowledge sharing Culture. The options include Strongly Agree 5, Agree 4, Neutral 3, Disagree 2, and Strongly Disagree 1.

DISCUSSION OF FINDINGS

In the following discussion, results of each finding are reviewed and compared with previous literature.

Hypotheses One, Two and Three

The goal of research hypotheses one, two and three is to identify the influence of personal charisma on organizational innovation (Product, Process and Administrative). This was discovered by the application of spearman rank correlation coefficient. The value of ($\rho = -0.62$ $p > 0.05$, $\rho = -0.133$ $p > 0.05$, $\rho = -0.148$ $p > 0.05$) correspondingly. This reveals that there is a negative weak link and no meaningful relationship between personal charisma and organizational innovation (administrative, product and process). The findings in this study demonstrate a negative association between personal charisma and organizational creativity.

Hypotheses Four, Five and Six

The goal of research hypotheses four, five and six are to ascertain the influence of emotional appeal on organizational innovation (administrative, product and process). This was discovered by the application of spearman rank correlation coefficient. The value of ($\rho = 0.093$ $p > 0.05$, $\rho = 0.062$ $p > 0.05$, $\rho = -0.079$ $p > 0.05$) accordingly, which show that emotional appeal has a positive relationship on product and process innovation but imply a negative link on administrative innovation. However, emotional appeal is associated to product and process innovation but is modest. The conclusion of hypotheses six which demonstrates a negative association between the variables under evaluation confirms the early research.

Hypotheses Seven, Eight and Nine

The goal of research hypotheses seven, eight and nine are to ascertain the influence of trust building on organizational innovation (product, process and administrative). This was discovered by the application of spearman rank correlation coefficient. The value of ($\rho = 0.007$ $p > 0.05$, $\rho = 0.102$ $p > 0.05$, $\rho = 0.012$ $p > 0.05$) accordingly, which show that trust building has no significant impact on business innovation. However, trust building is associated to product, process and administrative innovation however modest but strong on process innovation.

Hypotheses Ten

The goal of hypothesis ten is to discover the moderating relationship of information sharing on charismatic leadership and organizational Innovation. From the spearman rank computation ($\rho = 0.408$ $p > 0.05$) accordingly. This study discovered the factors is unimportant in the statistical analysis. The information sharing culture was found to have contributed to non-significant association that exists between charismatic leadership and organizational innovation.

CONCLUSION

For organization to achieve its goals and objectives, the roles of a charismatic leader for come into play. Charismatic leadership cannot be over emphasize as it pave way for organizational innovation. For organization to do well in the business environment, they need a charismatic leader to champion the affairs of the organization. The firms in banking industry need a charismatic leader

if they which to survive the competitive business environment. This study has ascertained the influence of charismatic leadership on organizational Innovation in banks in Rivers State. It is hereby concluded that;

1. Personal charisma has a negative weak relationship with product innovation. This indicates that managers perceive that continuous learning will not enhance product innovation.
2. Personal charisma has a negative weak relationship with process innovation. This indicates that managers perceive that continuous learning will not enhance process innovation.
3. Personal charisma has a negative weak relationship with technological innovation.
4. Emotional appeal has a weak positive relationship with product innovation. This indicates that managers perceive that emotional appeal will enhance product innovation.
5. Emotional appeal has a weak positive relationship with process innovation. This indicates that managers perceive that emotional appeal will enhance process innovation.
6. Emotional appeal has a strong negative relationship with technological innovation.
7. Trust Building has a weak positive relationship with product innovation. This indicate that managers perceive that Trust building will enhance product innovation.
8. Trust Building has a very strong positive relationship with process innovation. This indicate that managers perceive that Trust building will enhance process innovation.
9. Trust Building has a very strong positive relationship with administrative innovation. This indicates that managers perceive that Trust building will enhance administrative innovation.
10. Knowledge sharing will moderate the relationship between charismatic leadership and Organizational Innovation.

RECOMMENDATION

Based on the conclusion above, we make the following recommendations:

1. Management should provide balance scorecard approach to employees performance. So as to enhance organizational innovation and innovation should be seen as an option to enhance the service delivery of employees in Nigerian banking sector and not a substitute to employee's performance. Management should be aware that without employee's performance, other resource accomplishment such as technology, raw material, capital and among others will make no meaning.
2. Management should promote employees when due
3. Management should continue to train people in groups and through computer based learning and there should be continuous training and development in order to stay at the forefront of one's profession.
4. Management should reward employees for being innovative and should encourage and reward creativity.
5. Management should continue to hire employees who are suited for the job. Management should make efforts to ensure that adoption of technological innovation does not lead to direct loss of jobs and early retirement of employees.
6. Knowledge acquired from external sources especially specialized knowledge are apparently to increase firm's innovative capabilities, enabling firm's administrative innovation to be more feasible. As such, the acquisition, sharing and disseminating of knowledge within organizations.
7. Management should build a culture in which the organizational learning is valued, encouraged and supported by providing time, learning resources and constructive culture should be encouraged so that employees will work to their full potential.
8. Management should have belief, values and management practices that foster developing new ideas into products, processes and services.
9. Management should encourage the adaption to technological change by influencing speed at which new competencies and skills should be developed to match the demands of new technologies.

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