

The Values-Fit Based Charismatic Leadership Theory: The Mediation Process and Multilevel Analysis

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Recently, charismatic leadership has become one of the important topics in the academic research. From the theoretical viewpoint, charismatic leaders are able to change subordinates' needs, values, self-concepts and goals, and further influence subordinates' emotion and cognitive responses. This is a leadership process regarding subordinates' values change. However, up to now there is no theory to completely explain how leaders can transform subordinates' value to fit into leader's values and group values, and further enhance employees' and organizational effectiveness. In order to fill up this theoretical gap, based on the perspective of multilevel values-fit, we developed a theoretical model and provided propositions to explain the dual mediation paths of charismatic leadership. In addition, we reviewed charismatic leadership studies in Taiwan in order to explore the cross-cultural implications of our values-fit charismatic leadership theory.

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