Charismatic Leadership in the view of Social Scientists

Supervisor:

Dr. Muhammad Jehangir Khan

Submitted by:

Fraz Shabbir Lodhi

Department:

Development Studies

Registration Number:

PIDE2015FMPHILDS12

Pakistan Institute of Development Economics, Islamabad.

Pakistan Institute of Development Economics
P.O. Box 1091, Islamabad, Pakistan

CERTIFICATE

This is to certify that this thesis entitled: *"Charismatic Leadership in the View of Social Scientists"* submitted by Fraz Shabbir Lodhi is accepted in its present form by the Department of Development Studies, Pakistan Institute of Development Economics (PIDE), Islamabad as satisfying the requirements for partial fulfillment of the degree in Master of Philosophy in Development Studies.

Supervisor:

Dr. Muhammad Jehangir Khan
Assistant Professor
Department of Development Studies
Pakistan Institute of Development Economics
Islamabad

External Examiner:

Dr. Rao Nadeem Alam
Assistant Professor
Department of Anthropology
Quaid-i-Azam University
Islamabad

Head,
Department of Development Studies:

Dr. Zulfiqar Ali
Assistant Professor
Pakistan Institute of Development Economics
Islamabad

Acknowledgements

Words are the reflection of our feelings but some time they prove to be deficient in communication of our thoughts and emotions. I am thankful to Allah Almighty for the countless blessings in the completion of my work.

I worth to pay gratitude to my internal supervisor **Dr. Muhammad Jehangir Khan** on his generous help in my thesis who contributed and rendered extremely meaningful, purposeful, concrete and higher valuable instruction which proved asset and played pivotal role in completing my thesis. He has been kind, helpful, co-operative and encouraging during my research.

I am also thankful to Sir **Fahd Zulfiqar** who continuously supported me and guided me in my work. I am also thankful to **HOD Development Studies Sir Dr. Zulfiqar** who also provided me help and support during hard time of my research. I am also thankful to my Parents who provided me with every opportunity to complete my studies. I also acknowledge the help and support of my teacher's in University of Punjab and in the end I am thankful to my respondents who took interest in my work and gave me time for interviews during their busy schedule.

Abstract

Max Weber's theory of charismatic leadership have been widely studied and criticized by many authors for its strength and weaknesses in the area of leadership. The topic of charismatic leadership is too broad for the purpose of my study I am focusing on the view of social scientists regarding charismatic leadership theory and trying to know about their view on charismatic leadership theory as charisma is considered a psychological aspect which is limited to human cognition in view of social scientists.

Qualitative analysis was used for the current study by using in-depth interviews. For this purpose a sample of 16 respondents were selected from Sociology, Psychology, Development Studies and Gender Studies departments of University of Punjab Quaid-i-Azam Campus Lahore. For the current research only social science students and teachers were included in the sample.

The findings shows that all respondents agreed with the charismatic leadership theory but in their point of view it is difficult to define it as Weber says it is supernatural and super human ability of a leader which is bestowed on him by the followers. Research findings suggest that people are emotionally attached with the leader and they will do anything for the leader as they want change. Also leader changes the old traditions by bringing new in the society which proves as a revolutionary force for change. Findings also suggest that not all respondents agree that charismatic leadership is a psychological concept. The issue of routinization of charismatic leadership is difficult in view of respondents and charisma can either be transferred to followers or can be transformed into charisma of office. For majority of respondents democracy is the best alternative of charismatic leadership. Findings also suggest that every individual has his own abilities, positive aspects and negative aspects which make a leader different from the other leaders. All charismatic leaders have their unique abilities and goals because of which people follow them and if leaders fail to achieve goals people will disconnect from the leader. There are also leaders who pose them as charismatic but they take advantage of people and use them for their own benefit which is a negative aspect of charismatic leadership.

Every research has some limitations the current research also has some limitations. The research includes only 16 respondents from four different departments because of which we cannot say that it is the opinion of entire social sciences. Secondly the questions regarding religious side of charismatic leadership were not asked in a broader sense as respondents were not comfortable in answering these questions and gave limited answers. Another limitation of study is the psychological aspect of leadership as it is limited with human psychology because of which it cannot be explained in detail. Another limitation of the study was gender balance between the respondents and only six female respondents were selected

for interview because the month in which the interviews were conducted most of the students were not coming to the university because of the summer vacations. Lastly because of the shortage of time only respondents from University of Punjab Lahore were selected as it was easily accessible for researcher.

The current research will help the social scientists to know about charismatic leadership from the point of view of social science respondents. This will also enable readers to know about the psychological aspect and routinization of charismatic leadership from the point of view of social science students and teachers.

Key Terms:

       Charisma, Leadership, Authority, Routinization

Table of Contents

CHAPTER 1   **Introduction**

1.1 Introduction

The word charisma is a derivative of Greek word *kharizesthai* which is translated as "divine favor". In prehistoric Greece the person who was believed to have charisma was viewed in good relation with gods and charisma was bestowed supernaturally upon individuals (Johnson C. G., 2007). The term charisma was first used by the St. Paul for the description of gift of divine grace. In late nineteenth century it was used by Rudolf Sohm and in early twentieth century the term was picked by German Sociologist Max Weber (Eatwell, 2006). Max Weber focused on the concept of charisma from an authoritative point of view which target status quo and drives its legitimacy from devotion to a specific cause through heroism or extraordinary qualities and not through rules, position or traditions (Conger, 1987). The word charisma has two meanings one meaning of it shows the emergence of a charismatic leader and the other meaning shows the need of the presence of a charismatic leader (Hosu, 2012).

Weber (1947) gave three ideal types of legitimate authorities. The first is traditional authority which works through the traditions and passed down through heredity. Second is legal rational authority which is given through formalistic belief of the law. Third is Charismatic authority and Weber's use of term charisma is not clear as his focus was on the advent of a leader during crisis situation. To Weber charismatic leaders appeal to a large number of supporters but it is not possible to sustain this authority for long as it needs attainment of wonders also it is hardly possible to routinize this authority (Eatwell, 2006) and this authority disappears with the demise of leader (Jentges,2014).

The emergence of a charismatic leader is linked with cognitive psychology and modern organization science which sees charismatic leaders as extraordinary and who can alter the politics. Charisma is associated with personal and psychological features which a leader has. The situations like political, social, psychological, economic or religious crisis situation can bring a charismatic leader to light (Pappas, 2014). A charismatic leader breaks old traditions in the society. The followers of a charismatic leader are from different groups and the stories of victory and valor told by the leader bring the followers together. Charismatic authority rests on the belief of followers that leader possesses certain qualities (Jentges, 2014).

Charisma is linked with leadership and term leadership can be used in different ways and depends on who a leader is, responsibilities he performs, commitments and tasks he fulfill. The authority of a leader can be great or limited which depends on the legitimacy. There is something special about specific leaders which make them distinctive and extraordinary. Weber called that specific quality as "charisma" (Epley, 2015). Charismatic leaders involve in impression management

techniques to gain the trust and compliance of followers. These are separated from other leaders because of their techniques (Takala, 2005). Followers attribute charisma to a leader who is working to change the troubled situation (Kakavogianni, 2009).

The qualities of a leader, followers or crisis during a situation are considered as the source of charisma (Jentges, 2014). A charismatic leader is able to move people forward and cause changings in previous ideologies. A charismatic leader creates sincerity by the use of charm and grace and attracts people towards them (Soneni & Moreen, 2015). Charismatic leaders are considered as more effective by the followers in comparison to non-charismatic leader (Vergauwe et al, 2017). The abilities of charismatic leaders have strong impact on followers, inspire others through trust and devotion, draw future objectives and build relationship with followers (Conger & Kanungo, 1998).

Crisis situation provides a leader with opportunity to show his charismatic behavior and make relation with followers. A charismatic leader observes the situation by looking at the environment and the needs of followers. Then make his goals and deliver it to the followers. Lastly leader builds trust and show followers the way to achieve the goals. (Johnson & Riggio, 2004). It is the public who attribute charisma to a leader when they feel the need of change (Hosu, 2012) and when a charismatic leader fails to provide them promised goals people stop following him and leave the leader and his charisma ends (Biviano, 2000).

Charismatic leader rises with ideological vision which focuses on the solution of problem and establishes trustworthy relation with followers through honesty, by understanding the needs and values of followers. Making of a good impression on followers is important for a leader and a charismatic leader needs to take steps for building impression (Yuk, 2010). Charismatic leader needs to have good communication skills. Communication skills include verbal, non-verbal, para-lingual, facial-expression and use of metaphoric language (Hosu, 2012). A charismatic leader needs to show courage during the time of distress and need to take difficult decisions (Wyk, 2008). A charismatic leader should react towards the opportunities and needs to have power to influence his followers through his abilities and devotion towards his followers (Nikoloski, 2015).

The above introduction talks about the charisma and charismatic leadership from the point of view of different writers. In the current research I am looking at the aspect of social scientists regarding the existence of charisma and charismatic leadership. Previous studies failed to identify the concept of social sciences and how they perceive it. Few have written criticism of charismatic leadership from a psychological point of view while others have discussed it as dark side of leadership. I will try to know about the view of social scientists regarding charismatic leadership, it existence, routinization and how a leader uses it for its own benefits and lastly whether it is a psychological term or have actual proves.

1.2 Statement of problem

There is different point of view of different social scientists regarding the existence of charisma and charismatic leadership. Many approve the existence of charisma and charismatic leadership while others deny it. Many authors consider it a psychological term as Weber states that charisma is in the audience and they bestow it on the leader.

1.3 Research problem

The concept of charisma is too broad and focuses on many dimensions of leadership and authority. For my study I am focusing on the view of social scientists on charisma and charismatic leadership.

1.4 Research questions

The current research tries to answer the following question

1. What is the conception/view of social science scholars regarding the existence of charisma and charismatic leadership?
2. How a charismatic leader rises and changes the crisis situation?
3. What qualities attach charisma to a specific leader and how a charismatic leader is recognized?
4. What are the positive/bright and negative/dark sides of charismatic leadership?
5. What are the ways to routinize charisma?
6. How media is playing role in making someone charismatic and who is currently charismatic leader according to social science scholars in current scenario of Pakistan?

1.5 Objectives of the study

Following are the objectives of the study

- To understand the concept and perception of social scientist scholars regarding the existence of charisma and charismatic leadership
- To know in which way charisma can be routinized
- To know about the dark side of charismatic leadership
- To know about the role of media in making a leader charismatic

1.6 Significance of study

The current study will focus on the understanding of charismatic leadership from the point of view of social scientists as it is considered that they take is as a psychological domain which has nothing to do with social world. This will also provide a view on the routinization of charisma which is not studied much widely. This study will provide a qualitative view of charismatic leadership and will help to know whether it exists in reality or just a worldly construction.

1.7   Key terms

Current study contains several key terms like charisma, leadership and authority. Definitions of these terms are given below.

Charisma

The concept of charisma has been defined by many authors. According to Bass (1998) it is natural ability with the gift of divine grace and to Bhutia (2015) charisma is a quality of amazing power and ability which is credited to an individual or personality of unexpected abilities. According to Weber (1947) it is a specific quality of an individual because of which he is different from others and treated as a person with supernatural, superhuman and incomparable qualities. I am using psychological and relational dimension of these definitions in my research and plan to use these definitions as the concept of charisma is broad and these definitions cover my research question and objectives.

Leadership

To Hollander (1978) Leadership is a procedure of encouragement between a leader and followers. According to Jacobs & Jaques (1990) leadership is a process in which a leader provides direction to the group of individuals by gaining commitment from group members to a particular direction and inspires them for the attainment of goal. I am using the skills of leader operationally or as variable and plan to use these two definitions as these covers the traits of a charismatic leader towards his followers for the achievement of objectives.

Authority

To Coleman (1997) authority is the likelihood that a certain command in a specified content will be obeyed by a group of persons. I find this definition of authority appropriate as authority is linked with social position of a person which shows position given to a person by society or culture and whatever command a charismatic leader give to his followers they obey it because of his position. Also this will cover the unquestionable authority of a charismatic leader.

Routinization

To Rowan (2014) routinization discusses when something becomes stable and Weber maintains that charismatic authority should be changed into traditionalized or rationalized form of authority by leader and followers which he referrers as charisma of office. In the operational way I am using routinization as who will hold the power legitimately after the original leader as routinization emphasis's on finding a successor for the charismatic leader. I find this definition appropriate as it discusses the broader concept of routinization in proper and efficient way. This will enable me to cover the issue of routinization in my research.

4

1.8   Limitation of study

Every study has some limitations which are beyond the control of the researcher. For the current research only sixteen respondents were selected for interview because of the shortage of time. Also not many questions regarding religious side of charismatic leadership were asked from the respondents as it is a sensitive issue and respondents were not willing to give answers in detail on religious aspect of charismatic leadership because of the presence of religious student organization in the department and respondents thought the answers might be used against them. Another limitation of study is the psychological aspect of leadership as it is limited with human psychology because of which it cannot be explained in detail.

Another limitation of the study was gender balance between the respondents and only six female respondents were selected for interview because the month in which the interviews were conducted most of the students were not coming to the university because of the summer vacations. The results presented in the research are purely the opinion of those who were interviewed and results were written in the same wording of respondents. The findings of the study can't be applied to whole social science community as the opinion represents only a small portion of social science student and teachers.

CHAPTER 2   **Literature Review**

2.1 Literature Review

Literature review plays significant role for any research and its objective is to tell the readers and researcher what has already been done on the topic under study and what methods previous researchers have used to get desired outcomes. For the purpose of my research my literature review focuses on different domains of topic like charisma and religion, charisma and leadership, dark side, qualities of charismatic leadership etc.

2.2   Charisma and Religion

Jennifer & Epley (2015) tried to find relation of charismatic leadership theory with Muslim leaders of contemporary Indonesia where they are in majority. They divided Muslim leaders in four groups First included Muslim intellectuals who are trying to find the relation of individuals with Islam. Intellectuals are opposed by the religious leaders and it is not clear whether an intellectual can be a charismatic leader or not. Second group comprises of Muslim politicians and government officials. These can be part of political parties or representatives of Muslims. The success of such leaders to be charismatic is associated with cultural, economic, social or psychological dimensions. Suharto who was president from 1967-1978 and Megawati who was president from 2001-2004 are such examples. Third group consist of Islamic organization leaders like Muhammadiya and NahdlatulUlama is one such example. Abdurrahman Wahid who was from NahdlatulUlama is one such example and he incorporated new social dimensions with religion and played vigorous role in establishing democracy. He is considered as charismatic figure that has supernatural, revolutionary and heroic abilities. The last group is the group of *Ulamas* and they are suitable for a charismatic figure. These are linked with political parties and also not all *Ulamas* are charismatic. These are followed in a particular area.

Soneni and Moreen (2015) stated that religious leaders use charismatic style to gather followers like other political leaders. The increase in the growth of Pentecostal churches in Zimbabwe is due to the charismatic nature of the leaders Prophet Emmanuel Makandiwa is one such example. Churches are addressing the issue of wealth distribution inequality, criticize poverty and unemployment. Emmanuel Makandiwa is playing his role for the betterment of people by using church and his charismatic qualities and concerns with the rights of individuals and larger audience. He has built a particular image of the group in the minds of his followers to raise the standard of one's life. Emmanuel Makandiwa is using churches and his followers view churches as an answer to their problems. Followers of the leader are promised they will be provided with the financial and spiritual benefits.

The above literature will enable me to use religious side of charismatic leadership for my study as Muslim religious leaders are considered charismatic. This

will enable me to relate it with religious leaders in Pakistan and about their qualities as charismatic.

2.3   Political charisma, Leadership, Routinization

Pappas (2006) worked on the troubled relation of political charismatic leadership and liberal democracy. The troubled relation between charisma and democracy is related with the work of Max Weber as he did not treated charisma and its relation with politics in convenient way. In his early studies he worked on charisma but later he did not paid any attention to charismatic leadership and democracy and became doubtful about charisma. The individual reductionist approach focuses on charisma and links it with personal and psychological features of a leader. Structural reductionism approach focus on the appearance of charismatic leader and to them charisma is the result of distress during crisis. To them many events are considered as crisis but in reality they are not. According to the models of Pappas a charismatic leader can emerge during crisis situation or can be invited by others during crisis, secondly there is no need of prior crisis and charisma can emerge during the normal political situations. For first model he quoted Lucius Quintius Cincinnatus a Roman dictator who was invited by people to protect them against Aequian tribe. Charisma emerges during crisis situation like war, political disorder and collapse of economy. On the other side charismatic leader can also emerge during normal situation with institutional stability Andreas Papandreou and Hugo Chavez Frias are such examples.

Jentges (2014) work on political charisma shows that Max Weber's work on charisma is incomplete and confused. History shows that elite use the myth of charisma in order to secure their honor and now a day media is playing vital role in it. The work of Weber is biased towards Prussian inclination which made him believe that charisma arises from individual. Jentges refers to the work of Elias (1998) and states charisma refers to group and group disgrace also it emerges from group and not from individuals. Elias states that charisma and disgrace is linked with each other as it shows inequality of power between groups. Elias also gave the concept of figuration to understand charisma according to which figuration is a network through which charisma can be explained in relational phenomenon. Charismatic leaders make social networks and disassociate people from their previous networks and form new authority, social packaging, and new groups also make new interpretations. To Elias the roots of charisma are in public communication as they recognize charisma and identification with new leader distort old norms. Weber's concept of charisma overlaps with the political capital concept of Bourdieu and he called court society as field in which agents have capital at their disposal. In political field different actors compete with each other for representation and legitimacy. Leaders use their symbolic capital which consists of social, political and economic capital to defend their position. Bourdieu also talk about the role of media which can make anyone charismatic leader or destroy the image of a leader.

Wyk (2008) combined leadership theories and models. According to her leader is the one who obtain status through contribution and demonstration of his abilities also the traits of a leader comprises of intelligence, awareness towards the need of others, understanding of tasks and the ability to deal with issues. According to behavioral approach theory of leadership those leaders who accept suitable behavior can become good leaders. According to the findings of effective and ineffective leaders, effective leaders are employee centered and focus on the needs of their followers whereas ineffective are opposite of this. According to the work of Likert effective leaders are not involved in repetitive work, focus on task, relation oriented, show trust towards followers and focus on the collective supervision of followers. Path-goal leadership theory focuses on the behavior of leader and shows its impact on the performance of followers. The charismatic leadership theory shows the influence which is based on the perception of followers as they consider that leader has the gift of divine and has supernatural qualities. Charismatic leaders are strong, self-confident and have strong need of power. Their positive image creates a sense of trust regarding their decision making abilities.

Nikoloski (2015) looked at more than 100 firms over a period of seven years to know about the performance of company by changing the chief executive and finding relation between charismatic leadership and power. He concluded those chief executives who are charismatic and have control are more innovative and effective. Charismatic leaders empower their followers, change their behavior and manifest needs through self-development in positive sense. In negative sense charismatic leadership is egotistic, control strategies and focus on their own power. Also power and leadership are linked with each other and leader use hard and soft power. Hard power arises from a person's position and through influence on his followers. The tool of hard power is based on hiring, firing, bullying and bargaining. Soft power is based on expert and referent power which originates from own characteristics and interactive relations of a leader. Key resources of hard and soft power include personal qualities and communication skills whereas in personal qualities charismatic attraction and emotional attraction is needed. During limited resources small and medium enterprises face transformation of transactional leadership into charismatic leadership for survival. Enterprises use lassies fair and transactional model when internal and external factors are not changing with time. To Nikoloski these styles are ineffective in today's condition as todays enterprises have more competition, need communication skills, information, and latest technology which shows need for change.

Bernhard (1998) states charismatic authority is even for Max Weber as for the ongoing of charismatic leadership it needs specific characteristics. It is difficult to routinize charismatic authority and those leaders who are successful they even rule for a specific period of time. It is unstable because followers see exceptional qualities in the leader which inspires them also the gift which a charismatic leader have contains a

specific purpose and this gift is there for a special purpose during crisis situation. If leader fails to show his extraordinary abilities and fails fulfill the mission the belief of followers destroy the charisma. Even if charismatic leader fulfill his goals even then at one point charisma comes to an end but with the success of mission people get the desire of charismatic community for example staff, disciples and party workers with this transformation charisma become institutionalized or routinized. The leftovers of charisma became embodied in institutions and its practices which can be then converted into democracy.

The literature included in above theme will enable me to look at charisma and charismatic leadership from a psychological point of view and whether in reality it exists in public or in leader. This is also related to my work as many leaders use the charm of charisma for their personal benefits whether they are in organization or in public. Lastly it will enable me to look at the qualities of a charismatic leader as stated earlier many uses it for their own use and give benefits to those who are in close relation with them.

2.4   Charismatic Leadership in Organization

Ansar, Aziz, Majeed & Rasool (2016) conducted research on the effectiveness of charismatic leadership in organization. For the purpose of research they selected five telecom companies in Pakistan by using a sample size of 100 employees and gave them structured questionnaires for the collection of data. They represented their data in the form of pie chart. The result shows that there is a positive relation between employees and commitment towards organizational goals in the presence of a charismatic leader and its percentage was 75%. They also concluded telecom companies should use the charismatic leadership style to have a more efficient and goal oriented work. Secondly they concluded that charismatic leaders help in crisis situation, gave goals, provide new ideas and work effectively and successfully for the achievement of goals. Lastly they concluded that charismatic leaders acknowledge abilities and skills of workers which increase efficiency and productivity of work and its percentage was 60%. On the other side employees acknowledge a charismatic leader without clash and work efficiently under such leader and charismatic leaders motivate followers or workers in a positive way.

Wei & Baroto (2016) did work on small and medium enterprises in Malaysia to know about the relationship of charismatic leadership with organizational change. The study shows that there is a positive relation between charismatic leadership and organizational change. Charismatic leadership theory is divided into two main parts first is the charismatic theory which was introduced in 1970 and the other was neo-charismatic leadership which was introduced in 1980. Charismatic theory focuses on the transformation of organization by using the abilities of charismatic leader whereas neo-charismatic leadership differentiates leadership from management. Charismatic leadership is operative in changing the organization and enables the organization to accept that change. It is necessary for the small and medium enterprises to accept the

change in business world and adopt new strategies to compete large business enterprises. Charismatic leader need to have specific qualities to transform an organization such as he needs to give his followers confidence in decision making, leader should prove his abilities, leaders should be goal oriented and he needs to influence his followers with his vision in order to transform an organization.

The literature included in the above theme will enable me to look at the aspect of charismatic leadership from the perspective of an organization. Through this I will be able to look at charismatic leadership and qualities of a leader required in an organization.

2.5   Dark side of Charismatic Leadership

Takala (2005) did secondary analysis of dark side of charismatic leadership by reviewing the literature of other writers. He concluded that charismatic leaders form their image as leaders with vision but they also have narcissistic virtues. He concluded that such narcissistic leaders can't face criticism, are poor listeners, lack emotions for others and focus on their own power and needs. Those charismatic leaders who use power for their own self show the characters of negative leadership. These leaders are manipulative, try to control others and can be abusive supervisors. These negative leaders put their benefits over the benefits of organization and punish those who criticize them. There are many points which a negative charismatic leader fails to identify such as they fail to look at themselves as their followers look at them, narcissistic abilities draw them away from their position and these leaders become the victim to the fear of letting go even yet they know that they are no longer admired by the followers.

Padilla, Hogan & Kaiser (2007) states that few social scientists talks about the dark side of charisma and leadership in their writings. They see it as a form of destructive leadership and say that bad purposes of a leader is a form of process for destructive leadership and it is less frequently seen as an outcome. They made a toxic triangle for destructive leadership and states that many authors consider charisma as a central point of destructive leadership but not all charismatic leaders are destructive. They quoted the examples of Hitler, Stalin and Charles Taylor. They also stated that even if charismatic leaders are not destructive but they still can be dangerous for an organization or people. Charismatic leaders use the vision to gain personal benefits. They risk the security of followers and organization for their own benefits. Those who are true leaders they use their power to benefit other while those who are destructive they use power for personalized need and manipulate others such leaders can be distinguished from socialized and personalized leaders. They also stated that narcissism is also related with charisma and use of power for personal benefits. Narcissistic leaders are egotistical, ignore the view of others, exploit others and cannot face criticism. Such leaders create negative environment for the followers and for the organizations.

Fogarty (2011) focused on the dark side of charismatic leadership. People follow a leader when they consider that they have found solution of a problem in a person and feel safe while working with a charismatic leader. They show collective identity, empowerment, perform better and increase the productivity of organization. In 1990 Conger gave the term "dark side of charisma" which cause damage to the image of an organization also the leader is not able to routinize charisma. In 1992 House and Howell differentiate between socialized and personalized charismatic leadership. A socialized leader focuses on empowering people and work for the achievement of goals. Follower cause hindrance for leader and are less manipulated by the leader. Personalized charismatic leader have manipulative and self-centered behavior. Leader prefers his own benefits over the benefits of organization. The attainment of personal power is the only goal of leader and make compliance with some followers for own benefits. This leadership is destructive and unethical and leader enjoys the central position in organization. In 1990 Conger referred to unethical and destructive leadership as dark side of charismatic leadership. When power is given to a single person in an organization this causes the destruction as charismatic leaders lack long term success and find problem in appointing a successor.

Schnepel (1987) wrote criticism of charismatic leadership theory and focused on forms of legitimate authority. To him rational authority is grounded on the belief of legality, who is governing and has inadequate boundaries. In his view traditional authority is recognized on the idea of traditional values, whereas charismatic authority is constructed on the astonishing abilities, heroism and model characteristics of a person. A mixture of these authorities is present in ruling organizations. The legality of charismatic leadership depends on the belief of followers. To Schnepel as long a leader proves himself followers acknowledge him and when he fails to provide any benefits they stop following him and his charisma ends. Charismatic leader emerge during crisis situation social, political, economic, religious or psychological. There is issue of routinization with charismatic leadership and when it is institutionalized charisma ends. It can be routinized through the appointment of a successor by the leader in his life, through hereditary process or through charisma of office. Those who are against institutionalization they claim that this will corrupt the charisma. The issue of routinization can also be met by the followers by choosing a powerful person or through the elections which will convert it into democracy. Anthropologists criticize Weber's work as it is not rooted in ethnographical data.

The above presented literature will enable me to look at the negative aspects of charismatic leadership a term which was given by Conger. This will enable me to ask questions regarding the personal benefits of a leader as for some people a leader is charismatic but for others he is a person who is trying to get personal benefits. Also there is issue of routinization of charismatic leadership as qualities of one person

cannot be transferred to another person. This will also enable me to look at the aspect of routinization.

2.6 Sociological View of Charismatic Authority or Leadership

Shils (1965) proposed sociological symbolic approach towards charismatic leadership and connects it with social meaning, social structure and with power. Shils spread the notion of charisma in comparison to Max Weber who focuses on a certain individual. To Shils charisma can be present in modern societies, in non-personal social objects and in social structures like position, organization or in institutes. In view of Shils charisma is a metaphysical quality which is linked with what is considered as center of society and with which are common social characteristics of a society in routine life. The concept of Shils reduces the intensity of charisma in comparison to Max Weber. To Shils charisma is in everyday society and not necessarily linked with person but with daily operations of life which does not have a tendency to disturb the status quo. This shows that charisma is a common phenomenon and it is present in all the social spheres of life. Charisma gives rise to awe and reverence which are raised by the social objects which help us know about the position of man in universe and needs of social life. Those people, institutes and roles which have charismatic abilities possess the central position in a society which help people know about the social conditions. This shows that this approach is very much linked with human need.

Coleman and James (1997) focused on the sociological understanding of Max Weber's grouping of authority, power and leadership. For Weber power is linked with person's characteristics and authority is associated with the social position. Authority is also associated with the right of command and people give someone authority to exercise power. Weber divided authority in three types. First is traditional which is linked with past and legitimize its action through precedents. Second is charismatic which depends on natural gifts, wisdom and abilities of individual. This can break the authority which is based on tradition and people are the author of this form of authority. This authority lacks routinization. Last form of authority is legal rational which is linked with bureaucracy. Sociologists are working on three lines for changing the paradigm of charismatic authority. First they are focusing on the instability of charismatic leadership as Weber talk about its institutionalization. Second sociologists are working on zero-sum and non-zero sum power. In zero-sum one has more power in comparison to others whereas Talcott Parson considers that increase in one person's power increases power of whole system in Non-zero sum. Lastly sociologists are focusing on the idea of power and influence by combining them. According to this view authority is not a subclass of power but of influence.

This theme will enable me to look at the charismatic leadership authority and how it contest with traditional and legal rational authority. There is the concept of charisma of office through which charisma can be transformed into bureaucratic system. This will enable me to look into that.

2.7　Skills of Charismatic Leader

House & Howel (1992) focuses on the traits of a charismatic leader and assessed that a charismatic leader have a resilient need for power. They behave in such a way which affects the followers in terms of leadership competence and quality. Charismatic leaders show their self-esteem and tell people about their earlier achievements. Charismatic leaders put their ideology and vision into a form of belief which results in the responsive participation of followers and their promises to the goals of the group. The leaders show their own pattern of behavior which makes it appropriate for imitation this encourages the process of identification and facilitates the impact on followers. Charismatic leaders communicate confidence in the abilities of followers which improves confidence of followers. Charismatic leaders give strong motivation to followers to carry out action and to achieve complex goals. Charismatic leader focus on the great commitment of followers and followers identify their-self with the leader and this identification arises from the belief of followers in the exceptional abilities. This form of leadership always arises through vision, inspiring message which is transferred through verbal and non-verbal behavior or communication. Followers sacrifice their own benefits and goals for the greater good of group.

Hosu (2012) focused on the charismatic leadership and political communication of Barack Obama U.S president and Traian Basescu president of Romania. It shows public has capacity to attribute charisma to a person when they need change. Hosu used analysis grid as research tool through oral, verbal, paralinguistic and non-verbal communication. In order to identify the role of communication for a charismatic leader he has chosen two speeches of both leaders. Obamas speeches were easily recognizable in oral communication and displayed justice and courage. In verbal communication he talk about change and focused on main concerns. His speech showed clear pronunciation, eye contact with public and need for change. His paralinguistic abilities showed tone of voice and he raised his voice on the issues which were important. Regarding non-verbal communication his body language, facial expressions, postures and emblem were clearly observable. On the other side the speeches of Traian Basescu showed clarity and consistency in oral communication, his verbal communication was same in both speeches. In his paralinguistic abilities his tone, speed of speech, rhythm and loudness of voice was easily noticeable. His facial expressions like smile and eye contact were easily observable. He also used gestures and emblem to attract people. Both leaders showed self-control through their communications. This shows communication skills are important for charismatic leaders.

Abbasiyannejad et al, (2015) looked at the characteristics of charismatic leader. According to them the personal abilities and characters of a leader contribute to make a leader charismatic and history shows that charismatic leaders are behind great revolution and wars. To writers charismatic leadership is a type of situation

where a leader put great amount of influence on his followers through his extraordinary abilities. Charismatic leaders come forward through their vision and give command to the followers for the achievement of goals. Charismatic leader form picture of future and energizes his followers. Charismatic leaders show their own excitement towards goals through delicate contact with large number of followers. Charismatic leader psychologically enable followers for the achievement of goals. Charismatic leader also uses emotions by listening and understanding the feelings and emotions of followers. A charismatic leader shows his trust on the abilities of followers. Charismatic leaders constantly attach the followers with them by repeating the goals and ways to achieve them. Followers identify their self with the leader and develop a type of bond which prefers the goals of group. Followers accept the abilities of leader without question. Charisma became a mutual relation between leader and followers.

Hayat (2014) applied charismatic leadership theory on Quaid-I-Azam Muhammad Ali Jinnah in creation of Pakistan and concluded that all conditions meet the criteria. Firstly there was crisis situation as Muslims were in minority in India and in local, governmental, central and at provincial level also. Muslims were given the status of minority in majority of India. Secondly in colonial representation from the perspective of education, wealth and in territories where Muslims were in majority they were under exemplified because of backwardness. Third the British Imperial succession after first and Second World War became an issue for Indian politics. In these aspects Congress was clear that they want to rule India alone and Muslims had no idea what kind of India will emerge after British establishment left. Jinnah understood the need of a separate territory for Muslims in Muslim majority area. In terms of vision Jinnah passed Lahore Revolution in 1940. Jinnah gathered the Muslims at one page although many were against an independent state but the mobilization strategy by Muslim league and Jinnah worked which brought Muslims into action to achieve an independent state in 1947 under the leadership of Jinnah.

It is considered that a charismatic leader rises during crisis situation and he have seen those circumstances and experienced them first hand. Also a charismatic leader has specific qualities which make him different from other leaders. This theme will enable me to look at that aspect.

2.8   Conceptual Framework

It is an overall framework of study which focuses on the relationship of ideas, concepts or variables which a researcher uses in his research (Maxwell, 2005). Conceptual framework helps the researcher to identify different dimensions of the phenomena which is under study and helps the researcher in making sense of his research. I have taken different concepts from my review of literature whose meanings I will try to explain.

To answer the first question of my research regarding charisma and charismatic leadership in the view of social scientists I will refer to the work Weber (1947) who expanded the definition of charisma and linked it with the characteristics of a leader a who derives his power and legitimacy through personal characteristics and considered as supernatural. I also refer to the (Friedland, 1964) and (Moscovici, 1993) according to whom Weber's concept of charisma is not helpful for social scientists as he took it as a psychological component than a social phenomenon. A psychological component is the one which has no relation with reality but is a perception of human mind. On the other side sociological studies denied the concept of charisma and never used it in major discussions because of considering it a psychological component. I am going to use these concepts to know about the perception or viewpoint of social scientists regarding the charisma and the way they agree with the work of Max Weber.
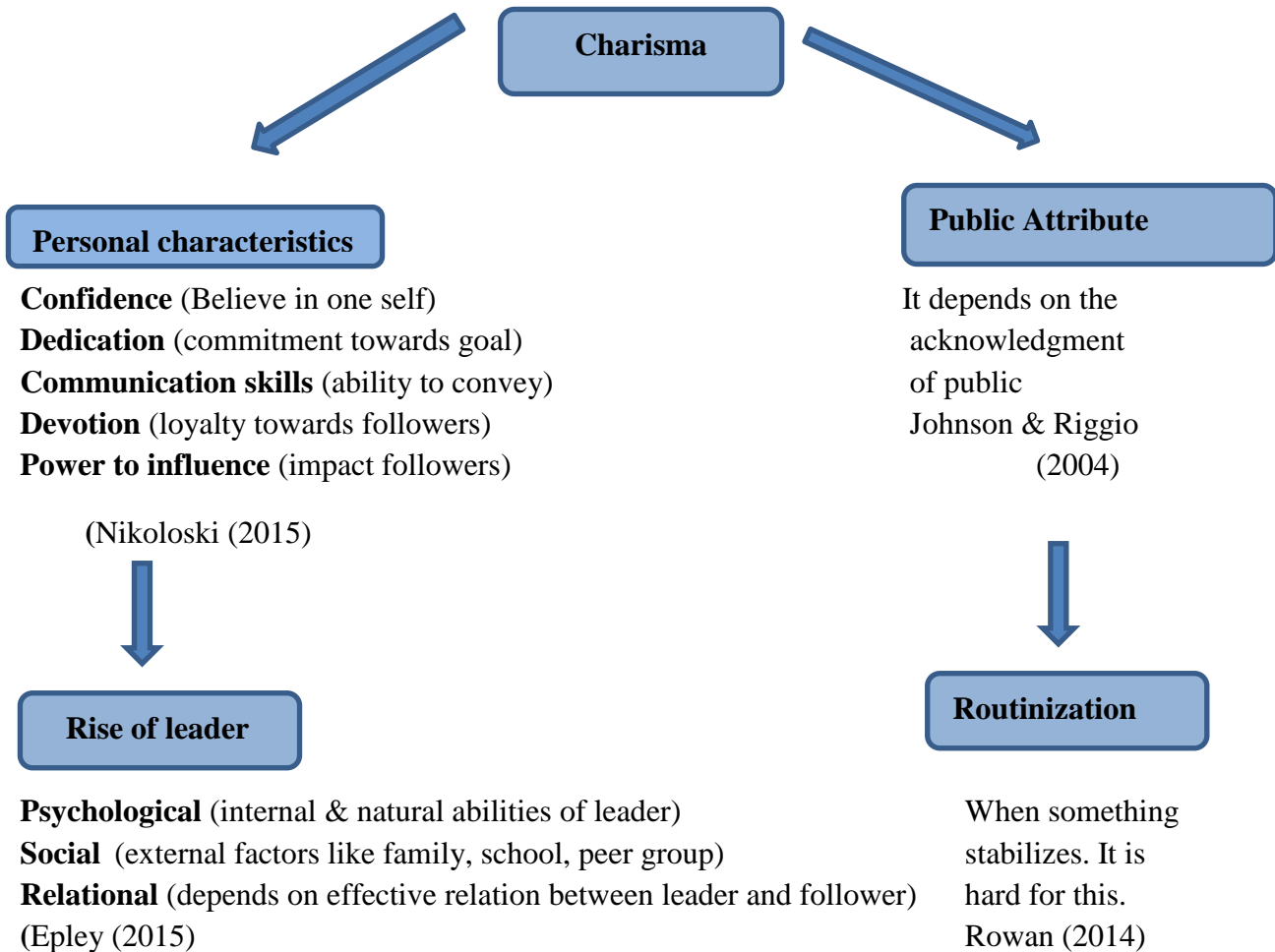
Regarding the second research question I refer to the work of Epley (2015) who focuses on psychological, social and relational dimensions of charismatic leader. Psychological dimension shows internal and natural abilities of an individual to rise as leader. Social dimension refers to the external factors like family, peer group, schooling, media and work for the rise of a charismatic leader. Lastly relational dimension depends on the effective relation between leader and his followers. I will use these to know about the rise of a charismatic leader. I also refer to the Johnson & Riggio (2004) who states that leader first observes the situation, environment and needs of followers, sets his goals and in the end delivers it to the followers to change the crisis situation. This will help me to draw broad questions regarding the rise of a charismatic leader.

For third and four questions I refer to Johnson & Riggio (2004) who said it is the public who attribute charisma to a leader as it is in the public who thinks that the leader possesses features of charisma. I also refer to the work of Nikoloski (2015) who states a charismatic leader needs to have some specific qualities to influence the audience like confidence which is a state of mind to believe in one self, dedication which is the commitment of a leader towards followers or goals, communication skills which is the ability to convey, devotion which is loyalty towards followers, power to influence others and needs to have vision. I will focus on the qualities of charismatic leader and also try to finds the answer on the existence of charismatic leader according to these qualities in Pakistan.

On the other side I have also taken the concept of routinization of charisma from the literature. I refer to the Rowan (2014) who states that concept of charisma is an unstable form of authority whereas routinization refers when something becomes stable and Weber argues that it should be changed into traditionalized or rationalized form of authority that he also referred as charisma of office. Routinization referred when something became stable. Basically it focuses on finding a successor for the charismatic leader either his followers can select their leader or a leader can appoint

his successor during his life. I will also focus on this concept to know about the view of social scientists regarding its routinization as they consider it a psychological component and not as social.

2.8.1 Diagrammatical representation of conceptual framework

Charisma

Personal characteristics

Confidence (Believe in one self)
Dedication (commitment towards goal)
Communication skills (ability to convey)
Devotion (loyalty towards followers)
Power to influence (impact followers)

(Nikoloski (2015)

Public Attribute

It depends on the
acknowledgment
of public
Johnson & Riggio
(2004)

Rise of leader

Psychological (internal & natural abilities of leader)
Social (external factors like family, school, peer group)
Relational (depends on effective relation between leader and follower)
(Epley (2015)

Routinization

When something
stabilizes. It is
hard for this.
Rowan (2014)

The diagrammatical representation shows that charisma is an attribute of personal characteristics and also psychological social and relational dimensions play a significant role in the rise of a leader. Whereas it is the public who attribute charisma to a leader without its acknowledgment no one is considered charismatic as it is considered that charisma is in public. Lastly routinization of charisma is important but it is not possible as it is hard to routinize charisma.

CHAPTER 3   Methodology and Methods

3.1 Methodology and Methods

3.1.1   Difference between methods and methodology

In the simplest way methodology can be understood as the different kind of methods which a researcher uses for gathering data (Takala, 2005). Methodology used by author shows his position and research strategies which he uses to answer research questions and objective. On the other side methods are the techniques which a researcher use for collecting data like interviews and observation. The current study focuses on qualitative research strategy. It will allow researcher to have a deeper and first hand understanding of the issue

3.1.2   Qualitative Research Strategy

As discussed earlier I am planning to use qualitative research strategy for my study. A qualitative research is the research which produces results not through statistical techniques or through quantification methods (Burns & Groove, 2001). In qualitative research researcher focuses on person-centered and humanistic perspective to know about the experience of humans (Morse & Field, 1996). Qualitative research is exploratory and provides insight into the problem, underlying reasons and opinions. Data collection methods for qualitative study can be structured or unstructured and comprises of small sample size (DeFranzo, 2011).

Qualitative research does not focus on larger groups for data collection and get firsthand information from sample in natural setting. The tools of data collection, methods and concepts can be changed according to the settings of research. The rationale for choosing qualitative approach in my study is to explore and describe the opinion of social scientists regarding charisma and charismatic leadership.

3.2   Research design

A research design is an overall plan for getting answers of the questions which are being studied and to handle the difficulties faced by the researcher during the study (Polit & Beck, 2004). Research design can be considered as a plan of research which indicates how a study is to be directed and how the key parts of the study like sample and methods of data collection work together to answer the research questions in short research design is an outline for conducting research (Grove & Burns, 2009).

For the purpose of my research I have decided to use descriptive research design as it will allow me to answer my research questions precisely. Descriptive research design can be used systematically to describe the facts and characteristics of a given population and provide precise description of the characteristics of a phenomena or a specific social group being studied. A descriptive research design also allows examination of some social and psychological features of a group or people of a community (Dulock, 1993).

3.2.1 Units of data collection

To answer the research questions a researcher uses different kinds of units for the collection of data according to the requirement of research. To answer my research questions I am focusing on following units for data collection

UDC 1. Social Science scholars/teachers

UDC 2. Male or female students of social science subject

3.3 Methods of data collection

Following are the research methods which were used for the collection of data.

3.3.1 Interviews

Interview is defined as a conversation with the purpose of getting information. Interviewing became a great tool for the collection of data in qualitative research as these provide great amount of information. There are three types of interviews which can be used for the collection of data. These include structured, semi-structured and unstructured interviews (Berg, 2009). For the purpose of my research I am using semi-structured interviews.

3.3.2 Semi-structured Interviews

As stated earlier for the collection of data I am doing semi-structured interviews by using interview guide. Semi-structured interviews gave researcher the opportunity of probing and expand the view of respondent. This method of data collection is time consuming and provide great amount of information. The interviewer has control of the process for getting information from the interviewee. Semi-structured interviews help researcher to get pluri-vocality on the same topic. In this interview probing is the key for getting wide range of information and researcher never interrupt respondent during interview (Bernard, 1988).

3.3.3 Interview Guide

An interview guide is a list of questions which a researcher asks to the respondents during the interview and is helpful for researchers who are conducting semi-structured in-depth interviews. Researcher formulates questions and use probing which is a key for getting more detailed answers (Bernard, 1988). For the purpose of data collection an interview guide was formed.

3.4 Population and sampling

A population is total number of entities from whom data can be gathered (Parahoo, 1997). A population is all the components which meet the conditions for inclusion in study (Burns & Grove, 2003). For the purpose of my study I have selected social scientists from Punjab University as my population. For collection of data from UDC 1 and UDC 2 I am using purposive sampling technique.

3.4.1 Sampling

Sampling is a procedure for selecting a group of people or events from which data can be collected (Burns & Grove, 2003) A sample is a small portion of a larger population from whom researcher collect his data and it is closely related to the generalizability of the findings. Every researcher uses different kinds of sampling technique which suits best for his research. For the purpose of my study I used purposive sampling.

3.4.2 Purposive sampling

Purposive sampling is a method of sampling where researcher decides whom to include in study on the basis of information which is required for study (Parahoo, 1997). The purposive sampling also depends on the judgment of researcher and whom he considers can provide him with best information. I have chosen this method of sampling as I am collecting information from teachers and students of social science subject who can provide me best information of the topic of charismatic leadership. The reason for choosing purposive sampling technique is that it is non-probability sampling technique and is effective when one needs to study a definite area with familiar knowledge in it.

3.4.3 Sample size and Locale

For the purpose of this study I have selected a sample of 16 respondents for in depth interviews. This sample included students and teachers from the social science field. The sample included 1 teacher and 3 students from Sociology, Psychology, Development Studies and Gender Studies departments. For the purpose of research 6 female respondents and 10 male respondents were interviewed. Among the respondents 12 were the students while 4 were the teachers from the above mentioned department. The sample size for students was selected on the availability of students and their knowledge regarding charismatic leadership theory, whereas the sample size of teachers were selected on the basis of their expertise and work regarding charismatic leadership. Students were selected randomly for the purpose of interview and all the respondents were between 26 to 39 years of age.

For the purpose of my research I have chosen University of Punjab Lahore, which was established in 1882. In Lahore there are two campuses of University of Punjab one is called Allama Iqbal campus which is located on the mall road of Lahore. The second campus is called Quaid-I-Azam campus which comprises of an area of 1800 acres. The University of Punjab comprises of 5 campuses in different cities of Pakistan and has over 73 departments. University of Punjab Lahore is among the oldest research institute of country. For the purpose of current research I have chosen Quaid-I-Azam campus of University of Punjab which is also called new campus or canal campus as it is located beside the Lahore canal.
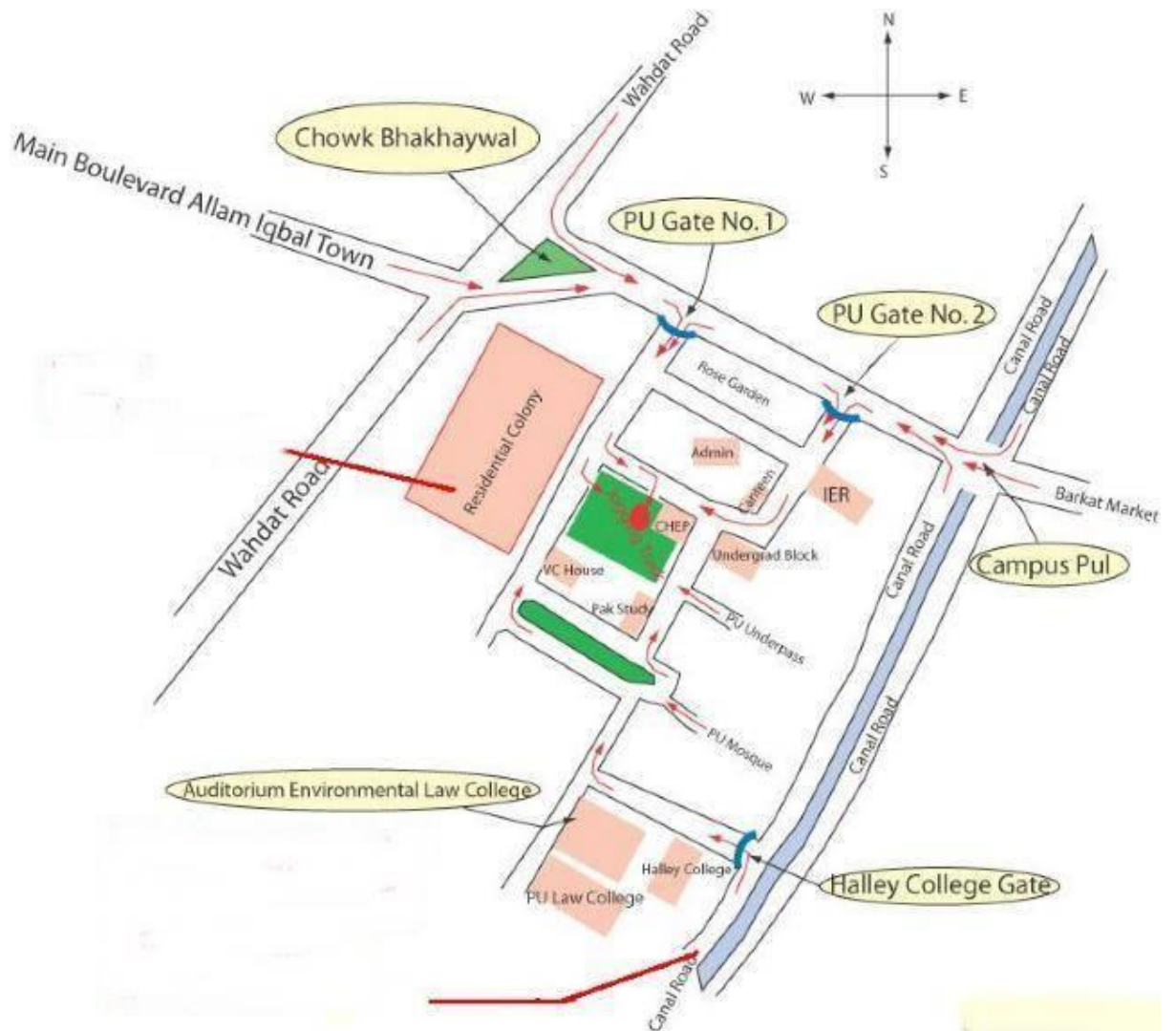
3.4.3.1 Map.1 Location of University of the Punjab Quaid-I- Azam Campus Lahore

3.5   Data collection time and selection of respondents

The data was collected between the dates of 20th July to 12th of the August based on the availability of respondents. For this purpose 16 respondents were selected from University of the Punjab Lahore and were contacted prior to data collection. To get broader information the sample was divided into four categories. Each sample size included four respondents from the department of Sociology, Psychology, Development studies and Gender studies. All the interviews took almost 30 to 45 minutes. The questionnaire was pre-tested and after its validity interviews were collected from the respondents. Same questions were asked from the respondents which also included probing and all the respondents were based from Lahore.

3.5.1   Ethical Consideration

Verbal consent regarding the ethical consideration was told to the respondents before taking the interviews. Only 10 interviews were recorded as all respondents were not agreed for the recording of interview. These interviews then kept at a safe place and other than the researcher no one else can get access to the recordings. Due to the ethical consideration of research the names of respondents and their information is not shared here.

3.6   Data analysis process

The primary data was collected and recorded which was in raw form it consisted of audio recordings and field notes. After reviewing the data and listening to the recordings over and over again the data was translated and was written in detail. The data which was collected was in both English and Urdu languages. Data collected in Urdu was transformed into English and incorporated into data analysis. No software was used for any form of coding and themes were made on the basis of data which was collected. Alike questions were arranged under similar themes on the basis of questions and answers gathered from the respondents. Similar themes were made for all four respondent groups which are shown in finding and discussions.

3.7   Units of analysis

The units of analysis are the major entities which are being evaluated in the study. For the current study the unit of analysis includes students and teachers who were interviewed individually from different departments of University of Punjab.

3.6.1   Thematic Analysis

Thematic analysis is a form of qualitative analysis which is used to analyze classification, present themes and present diverse interpretations of data (Alhojailan, 2012). Thematic frame work method was employed to analyses the data which comprises management of raw data, reviewing and coding it and identification of key dimensions. Familiarity with the themes can be made by reviewing the literature or through the notes or interviews researcher have taken.

CHAPTER 4   Finding and Discussion

4.1 Finding and Discussion

The current chapter will present the findings of research collected through the semi-structured in depth interviews collected on the topic of charismatic leadership. For the purpose and to ease the understanding of charismatic leadership analysis is divided into four major categories of Social science subjects. Four major categories of respondents were Sociology, Psychology, Development studies and Gender studies. In the research findings alike questions are discussed in themes.

4.1.1   View of Sociologists

In the following session findings of data collected from sociologists is discussed which represent their view point regarding the charismatic leadership. Questions that were alike were analyzed in similar themes.

Theme 1

View about Charismatic Leadership theory

In this theme respondents were asked about the existence of charisma as per according to the theory of Max Weber as it is also stated that charisma can be learned or comes from genetic and do a charismatic leader challenge the status quo.

Answering these question respondents of Sociology stated that charisma does exist in those leaders who have faced critical situation and their charisma goes beyond time and space and their appeal is universal. According to one respondent charisma existed majorly in traditional societies as there was no access of people to wide range of information's about the leaders and it was transferred from one family member to another but at a smaller level and did not approach every individual in society in past time but now a day in modern society the perspective of charisma is different as when Weber gave this concept he was affected by industrial revolution which served the interest of elites. Charismatic leader appeal everyone equally as he has also faced the difficult situations and wants to move out of them. According to sociology respondents charisma is an individual feature which is bestowed on a leader.

Sociologists agreed about the existence of charisma and according to one respondent a charismatic leader have inborn qualities he started showing the traits of leadership from early age while for remaining three respondents of sociology department charismatic qualities are learned qualities and these are not in the genetics of a leader. One can learn charismatic behavior through schooling, socialization, from peer group and now a day by looking at the behavior of other good leaders. In the end every leader has his own unique qualities. According to the respondents the natural abilities of a person are different from his learned abilities. One can improve his abilities by looking at others and adopt those qualities which can improve his leadership abilities.

Regarding status quo all the respondents gave different answer to one a good charismatic leader always challenge the status quo by changing the old traditions and rules for other respondents it depends on leader himself which social class he belongs if he is rich he works for the benefit of his own class and if he rises from poor class he will maintain his status first and after that he will change the traditions of the society accordingly.

Theme 2

Rise, Recognition, Qualities

The respondents were asked regarding the rise of a charismatic leader, how people recognize him and what kind of qualities a charismatic leader needs.

Regarding these questions sociologists stated that a charismatic leader rises during crisis situation of any kind and that leader has already faced that crisis situation and know very well how to move out of it. He observes the situation make his strategy and then give his vision to his close group which spread his words to a larger community. People recognize a true charismatic leader through his devotion towards every follower and through his stories of valor and achievement by this means it does not mean that every leader is charismatic. Some leaders create a fake aura of charisma for their personal benefits whereas someone else is controlling them from back. It was also asked from the respondents if leader has not face the crisis before can he still be a charismatic leader and in response to this respondents said yes he can be leader just like workers in an organization.

To do so a charismatic leader one needs specific qualities which make him distinct from other leaders. These qualities include vision as a leader rises with a vision to solve the problem as his vision defines his charisma. Also he needs to be good in communication and able to understand his follower's needs, should face criticism, take advantage of opportunities and make bold decisions. He should not focus on his own interests.

Theme 3

Followership and Psychological aspect

The respondents were asked that it is public who attribute charisma but why people fail to recognize it and social scientists consider it a psychological component and even then why people follow charismatic leader?

Majority of respondents agreed that it depend on the acknowledgment of followership if there is no follower there is no charismatic leader and for some person a leader is charismatic but for others he is not a charismatic leader. To one respondent people consider him problem solver that's why they follow him. According to another respondent in modern society people chose their leader wisely and check him on

certain standards than follow him and with modernization and education thinking of people is changing with time. To third respondent if a leader give false hopes and give wrong vision and people need something else then it is psychological making of human mind. To the fourth respondent it depend on the belief of people whom they consider charismatic they follow him and don't know about their own true potential but in the end they need someone to lead them. In sociologists point of view charisma as long as a leader provide promised goals people follow him and consider him a true charismatic leader but when he fails to deliver the promised goals people stop following him as at they recognized his abilities as false and they stop following him. To respondents this shows the weak point of charismatic leadership theory as that person was problem solver for them but in the end he is common man. In the end it is only people who acknowledge it.

Theme 4

Routinization, Age of Charisma and Dark side of Charisma

Respondents were asked about the routinization of charisma, how long it lasts and the dark side of charisma.

Regarding routinization respondents said it is very difficult to routinize charisma and charismatic leadership after the demise or death of the leader. All respondents said that every leader has his own specific qualities which no other has. Those who are close they might have learnt some qualities from their leader but for them to rise there is need of crisis. For one respondent charisma can be preserve in the form of writings or teachings and when peoples interests are not fulfilled charisma is destroyed. Respondents also stated that leader can appoint someone from his close circle to lead after him or the alternative solution of this is the democracy. People choose their own leaders to rule. To sociologists routinization shows a very weak point of view of Weber.

Regarding lasting of charisma respondents said charisma have a specific age and cannot last for too long as it is people who are actually charismatic when they think leader is not able to lead them and working for his own benefits they stop following him. Regarding the dark side of charismatic leadership respondents said it majorly exists in industrial world and in past there were leaders like Adolf Hitler who used charisma for his own benefit. One of the respondents also quoted the name of Jim Jones who was an American religious leader and was responsible for mass murders. Now a day most leaders use charisma to exploit other people and make compliance with their close group to take benefits such leaders are not charismatic. People only follow them as they think that leader is going to solve their issues. Also those leaders who have dark side of charisma they cannot face criticism and want their followers to obey their orders.

Theme 5

Role of media, Religious Aspect and Current Charismatic Leader

Respondents were asked about the role of media in making someone charismatic, religious aspect of charismatic leadership and its use for personal benefits and lastly in their view who is charismatic leader in Pakistan?

Regarding the role of media in portraying someone a charismatic respondents said that today media can play great role in making someone a charismatic leader or a non-charismatic leader. To one respondent now a day media is a double edge sword anyone can pay them for their own benefits. Now a day people have access to large amount of information and every media network is showing a different picture of a leader and it is the public who needs to decide which person is charismatic and which is not. Today media has taken control of human mind and also a source of socialization and people are accepting and buying what media is showing them and selling them. A true leader never gives-up the work for the betterment of people.

As religion is a sensitive topic so not broader questions were asked about religious aspect of charisma all respondents agreed that Prophets possessed charismatic ability but now religious leaders don't have charismatic abilities and mostly use it for their own benefit only to earn money which we can easily observe through our media. When it was asked how leaders use religion respondents said those who have similar religious sect they dislike the beliefs of other sect because of which Muslims are divided into many sects on the basis of religious practices. For such leaders their own followers are better than the others. Religious leaders use this for their own benefit.

In the end all respondents said charisma and such types of leaderships are only for power and are a power game and in their view only Quaid-e-Azam was the only charismatic leader Pakistan ever had and if we apply the theory to current leadership of Pakistan there is no such charismatic leader today in our country.

4.1.2   View of Psychologists

In the following session findings of data collected from psychologists is discussed which shows their view point regarding the charismatic leadership theory. Data is also analyzed in the form of themes.

Theme 1

View about Charismatic Leadership theory

In this theme respondents were asked about the existence of charisma as per according to the theory of Max Weber and how they see it, it was also asked whether charisma can be learned or comes from genetic and do a charismatic leader challenge the status quo.

Regarding answering these questions psychologists gave different point of view. Three psychologists agreed that charisma do exist while only one said it exists but not always and totally depend on the circumstances. For psychologists it is really hard to define charisma as charisma is a personal feature of an individual and bestowed upon him because of his exceptional qualities and his view to inspire and lead others. For one respondent charisma is a type of symbolic influence which is rooted in customs, norms and traditions and for another respondent charisma is a mixture of traditional and legal rational authority and depend on people how they see their leader. According to one of the respondents charisma is mysterious quality either someone have it or not

Regarding learning charismatic abilities or genetic factor two respondent said it can be a mixture of learned abilities and can also come from genetics just like intelligence. The respondent also said it majorly comes from the circumstances a person has faced during his life time. A leader can also polish his abilities through his learning and by looking at the positive abilities of others. While for remaining two respondents charismatic abilities can only be taught a child started showing his leadership abilities from his schooling and the way his parents brought him up. Leadership qualities can be taught as human beings are in control of their skills one of the respondents said. Respondents said it is human ability to adopt and learn new skills and a leader can improve his leadership abilities by adopting abilities from other good leaders.

Regarding challenging the status quo one respondent said sometime charismatic leaders who are from poor class they exploit their followers to move from lower level to upper level in order to improve their financial situation and does not affect norms of the society. For second respondent a charismatic leader move away from his own comfort zone and challenge the norms and customs of the society to move from lower to upper level by taking his followers with him. The remaining two respondents said a charismatic leader maintain and change the culture, values and norms depending on the circumstances of that time which give mass to the social movements and bring the issues to light. Some leaders don't challenge the status quo and try to do the things the way they are such leaders can or cannot be charismatic.

Theme 2

Rise, Recognition and Qualities

The respondents were asked about the rise of a charismatic leader, how people recognize him and what kind of qualities a charismatic leader needs.

While answering about the rise of a charismatic leader all respondents said it is not necessarily important for a charismatic leader to rise during crisis situation. A charismatic leader can come to light when people think that they need change and someone who is already among them know about the situation rise as charismatic

leader. All respondents said a charismatic leader rises through a vision, observe the issue make his plan and at right moment when disorder is at peak he give his solution but first he spread his words to the close group which then tell the other people and people started gathering around him for solution.

Regarding recognition of charismatic leader's respondents said it is not difficult to recognize who is charismatic and who is not. For one respondent a charismatic leader have vision and provide the bigger picture of the issue by using the metaphors and stories secondly he give justification of the issue and provide ambitious goals to resolve that issue and lead from the front to resolve the crisis. For other respondents a charismatic leader is always recognized by his extraordinary abilities and he thinks differently about the issue in comparison to other people. A charismatic leader need to have the ability to influence his followers, his personality is different from others, his communication skills and power of word is great, knows when to raise the tone of voice, and uses gestures and more importantly knows about the road map to solve the issue. He also uses metaphors and stories to make his people understand things and uses simple language which all can understand. In the end all respondents said every society has different needs and the attributes of a charismatic leader vary according to the society. One leader might adopt qualities from the society while other has inborn qualities.

Theme 3

Followership and Psychological aspect

The respondents were asked that it is public who attribute charisma but why people fail to recognize it and social scientists consider it a psychological component and even then why people follow charismatic leader?

While answering about followership all respondents said that it is true that public bestows charisma to a leader and there are always followers of a leader as people need someone to guide them. Due to this reason people fail to recognize their own true potential and will as in the end they are the one who achieve goals for the leader just like people who work under a leader to achieve the objective of a company. Majority of the followers have no personal relation with the leader and it depends on the belief of followers. One of the respondents said

"Those who are being governed are the authors of this form of authority or leadership".

The people consider the leader as problem solver and for some people he is charismatic whereas for others he is not charismatic. The leader never tell the followers about their own potential which is why people follow him as they think leader will achieve the goals.

Regarding answering psychological aspect of charismatic leadership respondents said it depends on the construction of human mind they can consider anyone charismatic. On respondent said if a leader fails to provide promised goals then it is psychological construction of human mind. Another respondent said charisma stand for something which one can easily observe and people can even predict results by looking at the faces of people. Another psychologist said charismatic leaders provide positive emotions to people which are why they stand for such leader. People are touched by their stories and when it comes to individual attention it moves out the emotions from the followers. The respondent also said that they affect our mind in such a way that we hold our emotions to show our deference to them and accept their superiority. Regarding the followership and psychological impact one of the practicing psychologist quoted Karen McDougal

"In the presence of a person whom we intensely admire we become shy like a child, stranger in the presence of an adult with the impulse to shrink together to be still and to avoid attracting his attention".

The charismatic leaders play with the emotions of followers because of which people are attached to them and achieve extraordinary things.

Theme 4

Routinization, Age of Charisma and Dark side of Charisma

Respondents were asked about the routinization of charisma, how long it lasts and the dark side of charisma.

Regarding the issue of routinization all the respondents said it is difficult to routinize charisma which shows weakness in the theory of charismatic leadership. One of the respondent said transformational leadership can be a solution for this while others said democracy is the best solution where people choose their own representatives. Every leader has his unique qualities which he cannot transfer to others but people can learn those qualities and not all leaders have charisma it is the perception of people. Charisma gave the feelings of obedience to followers because of specific qualities of leaders which others don't have in such cases routinization becomes more difficult. One of the respondent said it is the followers who make a leader charismatic and if people start following another person from the close group of leader after his demise they can even make him a charismatic which can be a way to routinize charisma but in the end it is a difficult thing to follow another person after charismatic leader.

Regarding the age of charisma respondents said it ends eventually with the death or demise of leader. If a leader is failed to provide solution to the problem people stop following him as they have recognized his weaknesses and inability to lead them and sometime such leaders make the situation worst. One of the

respondents from psychology also said when people achieve some goals with the help of leader even then charisma ends but that leader still has followers with him. But in such case after achieving a goal people consider that there is no need for a leader now.

While answering the dark side of charismatic leadership respondents said not all leaders have negative or dark side if some leaders have dark side and take advantage of followers then they are not charismatic or true leaders. Respondents said it is human psyche which make someone charismatic. One of the respondent said when followers over rely on leader it gives him an edge to take advantage of the followers but this varies from leader to leader. The respondent gave the example of Adolf Hitler who took advantage of his followers and used them against Europe in Second World War which caused the destruction of Germany. Another respondent also quoted the example of Joseph Stalin who raised the standard of Soviet Union, improved the standard of individuals, made Soviet Union and Industrial country and improved his military but on the other side his leadership also had the negative sides like control of freedom, religious intolerance, collectivity of individual farmlands and those who were considered a threat to Stalin were also killed. The respondent said this depict a leader can use his charisma in positive and negative ways. For one of the respondents it is just about power when someone enjoys it he takes advantage of his followers to raise his standards.

Theme 5

Role of media, Religious Aspect and Current Charismatic Leader

Respondents were asked about the role of media in making someone charismatic, religious aspect of charismatic leadership and its use for personal benefits and lastly in their view who is charismatic leader in Pakistan?

Respondents were asked about the role of media now a day regarding portraying someone as charismatic. They all said now media only show one aspect of a person and show a leader as someone with heroic abilities who can solve issues. One of the respondent said media manipulate the mind of people and target a specific mind set and it is not wrong to use latest technology unless one is using it for his own benefit by exploiting others. Another respondent said anyone can pay media to buy time for publicity and this is because there is no check and balance over media and they earn through this. It is important to look at the role of media for making someone famous while there are other individuals who are more able and want to do better for public.

While answering religious aspect of charismatic leadership theory all four psychologists said Prophets had the power of charisma but now religious leader use religious teachings for their personal benefits and don't tell people about true teachings of Islam. To them religious leaders and *Ulamas* have influence over the

politics in Pakistan. When it was asked how religious leader's impact politics the respondents said they make compliance with politicians to get monetary benefits and in return tell their followers to vote for the specific person. Not only this but also their followers help in running the campaign of political leaders.

For the psychologists if we apply the theory over the freedom of Pakistan then we can say that Quaid-e-Azam was a charismatic figure but now there is none in Pakistan.

4.1.3 View of Development Studies

In the following session findings of data collected from development studies respondents is discussed which represent their view point regarding the charismatic leadership. Questions which were alike were analyzed in similar themes.

Theme 1

View about Charismatic leadership theory

In this theme respondents were asked about the existence of charisma as per according to the theory of Max Weber as it is also stated that charisma can be learned or comes from genetic and do a charismatic leader challenge the status quo.

Regarding first question all respondents agreed with Max Weber's theory of charismatic leadership and its existence. One of the respondents said it depends on the opinion of human beings how they define it and perceive it. Another respondent said it is also a myth and worldly collection of views as the theory in itself is not clear and certain points of theory makes it doubtful and in my point of view human beings don't have super powers Weber might have the idea of Prophet Mosses or Jesus in his mind while talking about super natural powers. For another respondent charisma is a set of specific quality of an individual which make him separate and dominant in the eyes of people. For the respondents of development studies it is difficult to define charismatic leadership as every individual person has his own qualities, his own way of thinking about issues and making decisions for the problem. People need a leader to help them move out of crisis situation and the person who will move them out of this situation is charismatic to them but it is not necessary for every leader to be charismatic to resolve the issues. A leader can resolve problems without being charismatic.

When it was asked from where the gift of charisma comes all respondents agreed that one can learn these qualities, these are also God gifted abilities or can come from experiencing the difficulties in a crisis situation. One of the respondent said this gift comes from internal and external abilities of a person or through the loyalty of followers.

While answering about effect on status quo three respondents said a charismatic leader changes old customs and traditions and mold them according to his own needs. Also bring new and easy things to light. Whereas for the fourth

respondent this is the view point of Max Weber as he was affected by the industrial revolution.

Theme 2

Rise, Recognition and Qualities

The respondents were asked about the rise of a charismatic leader, how people recognize him and what kind of qualities a charismatic leader needs.

While answering about the rise of a charismatic leader three respondents said people need a leader when there is a crisis or chaos situation and they feel the need of change. While for one respondent it is not necessary for a charismatic leader to rise during crisis a leader can rise without crisis situation just like leaders working in industries. One of the respondent said a charismatic leader can also rise during crisis situation he might be present there before crisis but people recognized him during the time of crisis. The respondent gave the example of Winston Churchill who was the president of Britain during second war and he gave extraordinary speeches and encourages his and allied soldiers greatly because of whom they won war against Germany. Regarding recognition all respondents said people recognize a leader through his vision and abilities to lead them during that situation. One of the respondent said it is not necessarily important that a person is charismatic for you but he is not charismatic for me. A charismatic leader always appeals to a larger population and does not wait for a crisis to rise. When he thinks there is the beginning of an issue he comes to light to rescue his people.

Regarding answering about the abilities or qualities of a leader development studies respondents responded in the same way as sociologists and psychologists. They responded a charismatic leader need to be educated, visionary, goal oriented, focus on all, have good communication skills and should be well dressed as it also has an impact on the personality of leader. Charismatic leader should empower his followers. He needs to have the quality of empathizing, understand the feelings of followers towards him and should be kind to his out-group. One of the respondent said a charismatic leader have magnetic personality to attract followers which create admiration for the leader because of this leader and followers both know what they are achieving and why they are achieving. The respondents of development studies also said that there are some abilities which a person has by birth and on the other side one learn things from the society and adopt them according to his abilities.

Theme 3

Followership and Psychological Aspect

The respondents were asked that it is public who attribute charisma but why people fail to recognize it and social scientists consider it a psychological component and even then why people follow charismatic leader?

While answering about followership of a leader all respondents said Weber is right that charisma is in the eye of people and it is true that people fail to recognize it. One of the respondents said that gazing ability of a leader draw the attention of people. Another respondent said leader creates a great aura of his abilities around the followers. One of the respondents said people are actually behind the goals as they are the one who will struggle for it and leader will only provide them a vision. His visionary solutions inspire loyalty among followers. Leader also set examples for followers by taking difficult steps and engages followers emotionally through his unconventional behavior which is why people follow him. On the other side all leaders are not charismatic.

While answering the psychological aspect respondents said it is true that charismatic leadership is the construction of human mind as long as people think that leader is charismatic they follow him after that they move away from him. That leader never tells his followers about their true potential and play with their mind by creating his image as problem solver. One of the followers said in his view it is psychological because somehow all leaders have alike qualities to attract followers. Also people feel a strong emotional association with the leader because of which they consider intensity and fire in their lives to achieve unattainable things. This emotional bond lasts longer with leader and whenever followers have the opportunity to spread his vision they go for it. The passion comes in the followers from a higher level and they transmit the vision of leader to achieve goals. But in the end it is psychological construction of human mind.

Theme 4

Routinization, Age of Charisma and Dark side of Charisma

Respondents were asked about the routinization of charisma, how long it lasts and the dark side of charisma.

All the respondents of development studies said that routinization is a difficult process as charismatic leadership exist somewhere between traditional and legal rational authority. Many social scientists consider that charisma end after the death or demise of leader when he fails to achieve those goals. Then there is no charisma which shows a weak point of Max Weber's theory. Those who are close to the leader they might have learnt the abilities of leader but it is not necessary that people will follow him after original leader just like the demise and death of Adolf Hitler. One of the respondents gave the example of Fidel Castro and said when he came to power Cuba got freedom from Spanish colonization and his followers supported him and he did a lot for his people. After his death his brother who was considered less charismatic came into power but he does not have all his qualities. When it was asked about the alternative solution or does charisma of office is a better solution for these respondents denied it and said either people can select their leader through voting or Democracy is the best solution to charismatic leadership.

Regarding the age of charisma respondents said it does not last long and after the death of leader or when leader fail to provide them promised goals people stop following him as they become aware of his abilities. Also all respondents said there is negative side of charismatic leadership and it appears mostly when leader think he is not able to achieve goals he started exploiting followers and make compliance with close group to achieve personal benefits. One of the respondent said all forms of leadership have their negative side and at some point they use things for their own benefits. Another respondent said those leaders who have narcissistic qualities they always exploit others for their personal benefit. The respondent quoted the example of Napoleon Bonaparte who once was a great conqueror but in the end he tried to conquer too many countries and suffered defeat and after that he lost his confidence, tried to silent his critics and those who trusted him became upset from him. Before those victories he use to take part in battle with his followers, use to pay them what they win from the war and use to work with those soldiers who were lower in rank in order to gain their trust but in the end he lost his charisma and suffered defeats.

Theme 5

Role of media, Religious Aspect and Current Charismatic Leader

Respondents were asked about the role of media in making someone charismatic, religious aspect of charismatic leadership and its use for personal benefits and lastly in their view who is charismatic leader in Pakistan?

To respondents either it is electronic, social or print media they are helping in spreading the vision of a leader to larger masses. Media portray positive image of a leader but on the same side media is portraying the image of same leaders as charismatic who are not charismatic in reality. On the other side those who are non-charismatic and take benefit from public they are portrayed as charismatic. To one of the respondents there is need of strict laws for media to control such news which can cause chaos which is harmful for society. People also conspire through media to demoralize a true charismatic leader. While answering for religious aspect of charismatic leadership respondents said many religious leaders have charismatic abilities to help people but they don't involve themselves in politics to take benefit but to help the public. On the other side there are religious leaders who use religion to exploit people through politics. There is need for religious leaders to play their role in a positive way.

While answering about any current charismatic leader in Pakistan all respondents denied that there is no charismatic leader in Pakistan. People are following corrupt people as individuals are also corrupt and they want an honest person to rule them because they want to earn money under the table.

4.1.4 View of Gender studies

In the following session findings of data collected from gender studies respondents is discussed which represent their view point regarding the charismatic leadership. Questions who were alike were analyzed in similar themes.

Theme 1

View about Charismatic Leadership theory

In this theme respondents were asked about the existence of charisma as per according to the theory of Max Weber as it is also stated that charisma can be learned or comes from genetic and do a charismatic leader challenge the status quo.

About the view on charismatic leadership theory all respondents said yes charisma do exist and it is a strong form of authority which can bring revolution and leader have power of words to make people do extraordinary things. One of the respondents said "Great leaders think in the same way but act oppositely to all other people". Another respondent said it is just the obedience of a leader to achieve goals. Another respondent said charisma depends how you define it and any person can have charisma in his own circle. People who have strong power to influence others and resolve others problems are charismatic leaders for some. To one of the respondents charisma is basically an ability to influence the behavior of others and to use them according to own needs and purposes.

They responded that gift of charisma rests in the belief of followers who ever they tag as charismatic he became charismatic. Its source is in the interpersonal relation between leader and followers which creates charisma. Charisma can also be natural ability of a person or this can be learned from the society. One of the respondent said it depends on the upbringing of a person, the environment and peer group in which he spend his time help him develop leadership skills. To another respondent a charismatic leader develop skills of leadership by facing the crisis situation and leading his people out of that crisis situation. To all respondents Most of the time a charismatic leader challenge the status quo as Weber also said. One respondent said it is only to change the old traditions so that they can be used for the benefit of leader.

Theme 2

Rise, Recognition and Qualities

The respondents were asked about the rise of a charismatic leader, how people recognize him and what kind of qualities a charismatic leader needs.

Regarding the rise of charismatic leader one of the respondent said when people are feed up from the old system and traditions they look for change and try to find a leader who can solve their issues, who have faced them and know how to

change the system. For all respondents it is not necessary for a crisis to bring a charismatic leader to light it can be done otherwise.

In the view of respondents people recognize a charismatic leader through his abilities which make him distinct from other people. They also recognize him because of his past life stories and previous achievements or speeches. All respondents said a charismatic leader need to have specific qualities. He needs to be appealing to people, good communicator, able to take advantage of situations and should make bold decisions. One of the respondent said charismatic leader needs to bring everyone on one page and should tell them clearly about the issue and how to achieve it. It was also asked from respondents that can a female be a charismatic leader one of the respondents said it depends on the perception of society whether they will follow a female leader or not. The respondent quoted the example of Jackie Kennedy the wife of John F. Kennedy who stood by her husband until his last moments. For the remaining three respondents in a male driven society it is not possible for men to accept a female as their leader but it is possible only in the work place. Men can work under the leadership of a female.

Theme 3

Followership and Psychological Aspect

The respondents were asked that it is public who attribute charisma but why people fail to recognize it and social scientists consider it a psychological component and even then why people follow charismatic leader?

The followership of charismatic leader depends on the acknowledgment of people. People follow a person as they think he will do extraordinary things for them and solve their problems. As long as he solves their issue they follow him but after that they left him. Another respondent said there will still be followers of that leader even if there is no charisma as a leader is because of the followers. One of the respondent said leader create excitement in the followers for issues and to achieve them he give them goals and promises them miracles. He gives them hope and uses the words like yes we will achieve it together which makes people follow him.

While answering about psychological aspect of theory two of the respondents said charisma is in public but they are attached with each other and leader emotionally that they fail to recognize this aspect. Followers think they belong together which create a sense of community among them and leader plays with their emotions which is why people fail to recognize it as a psychological component as they are the author of this authority.

Theme 4

Routinization, Age of Charisma and Dark Side of Charisma

Respondents were asked about the routinization of charisma, how long it lasts and the dark side of charisma.

The respondents said it is not possible to routinize charisma every person have different abilities and qualities. These qualities can be learned by looking at the leaders but one of the respondents said this is just like making a copy of previous leader and one cannot adopt all the qualities a previous leader had. The issue of routinization can only be resolved through democracy and people choose their own leader to represent them at a larger scale. Regarding routinization one of the respondents said the descendent of a religious *Sufi* leader can have his qualities but even for him it is not possible to have all the qualities of original leader.

Regarding the age of charisma respondents said everything has an end when leader stop providing followers with the goals they will stop following him as in this form of authority people are voluntaries one of the respondent said. It is limited with specific time and specific person. All the respondents agreed that there is negative side of charismatic and other form of leadership as leaders use people's emotions to achieve their own goals too and power. To one of the respondents charisma is not always negative but it depends on leader how he uses it. Respondent quoted the example of Martin Luther King Jr. because of whom Congress in America pass the civil right act against discrimination on the basis of religion, gender and race. To another respondent this is just a power game which anyone can win or lose by exploiting people just like Adolf Hitler because of whom Second World War happened. For another respondent charisma depend entirely on how a leader uses his abilities to help people if he is working for his own benefit then he is not charismatic but a leader with narcissist abilities.

Theme 5

Role of media, Religious Aspect and Current Charismatic Leader

Respondents were asked about the role of media in making someone charismatic, religious aspect of charismatic leadership and its use for personal benefits and lastly in their view who is charismatic leader in Pakistan?

Respondents said our mind is now controlled by the media we tell others what we see on media. To one of the respondents charismatic leadership depends entirely on the followership and now a day leader's use the help of media to gather followers around them and leaders want the followers to fully immerse themselves with the vision of leader. To another respondent media is feeding our mind by taking money from leaders to portray them as charismatic and leaders with extraordinary abilities. Which affects the mind of people to follow a leader.

Regarding religious aspect of charisma all respondents said now religious leaders take interest in the politics they use religion to take advantage of charisma. To respondents religion should be separated from the politics as religion is to guide people and not to play role in politics.

In view of gender study respondents Imran Khan can be a charismatic leader for Pakistan if he provides what he promises.

CHAPTER 5   Conclusion and Key findings

5.1 Conclusions

The purpose of the current research is to know about the perception of social scientists regarding the existence of charismatic leadership in their point of view, to know about routinization, dark side of charismatic leadership and role of media in making someone charismatic. The review of literature suggests that majority of those who work in the field of social science agrees that charisma and charismatic leadership exists which have great influence over followers.

This also suggests that a charismatic leader is different from other leaders and managers because of his extraordinary abilities and qualities. Charismatic form of authority lies between traditional and legal rational authority which rests entirely on the belief of followers and these are the followers who attribute someone as charismatic or non-charismatic. Max Weber's theory show weakness at certain point for example in identification of a true charismatic leader, routinization, supernatural abilities, dark side of charismatic leadership, relation of charismatic leadership with democracy and most importantly if there is no follower than a person with extraordinary abilities is not a charismatic leader.

This research provides an overview of those who are associated with social sciences. This research will provide their view point on charisma and charismatic leadership and to them who is charismatic and who is not and how can we identify a true charismatic leader as all leaders somehow have same qualities but they are not charismatic for all but for some. This research also contribute about the role of media and shows that we are affected by previous writings to know about a charismatic leader.

5.2   Key Findings

Following are the key findings of charismatic leadership as per data analysis collected from 16 respondents.

- The sociologists agreed that charisma exists in those leaders who have faced the crisis situation and know how to move their people out of it. A charismatic leader have inborn qualities and his charisma goes beyond time and space. For sociologists charismatic qualities can also be learned through schooling, socialization and by following other leaders.

- According to sociologists charismatic leader challenge the status quo and try to do things his-own way. A charismatic leader rises during crisis situation and has abilities which make him distinct from other leaders. A charismatic leader rises with a vision and has good communication skills.

- According to sociologists charisma is also a psychological term as it is bestowed by people on the leader and if there is no followers than there is no charisma. Charismatic leadership cannot be routinized as every individual have his own abilities and also if a leader uses charisma for his own benefit than it shows his dark side of leadership. And sociologists believe that in the end it is just power game.

- For psychologists it is really hard to define charisma, as charisma is a personal feature of an individual and bestowed upon him because of his qualities and his view to inspire and lead others.

- For Psychologists charisma is a type of symbolic influence which is rooted in customs, norms and traditions and charisma is a mixture of traditional and legal rational authority and depend on people how they see their leader. For psychologists charismatic qualities can be learned or can be in genetics.

- A charismatic leader rises with vision and provides the bigger picture of the issue by using the metaphors and stories secondly he gives justification of the issue and provide ambitious goals to resolve that issue and lead from the front to resolve the crisis.

- For respondents a charismatic leader is always recognized by his extraordinary abilities and he thinks differently about the issue in comparison to other people. Psychologists said it is difficult to routinize charisma but bureaucracy can be a good alternative for charismatic leadership.

- In the view of psychologists, every leadership has his own dark side. Weber did not tell anything about routinization or the dark side of charismatic leadership which shows weakness in the theory. Regarding charisma as a psychological aspect psychologists said it depends on the construction of human mind they can consider anyone charismatic and any leader whether it is charismatic or not have specific qualities. People are emotionally attached with the leaders to do extraordinary things. A charismatic leader plays with words to make people emotional.

- Regarding development studies respondents they agreed with Max Weber's theory of charismatic leadership and its existence but they also said it depends on the opinion of human beings how they define it and perceive it. To respondents it is also a myth and worldly collection of views as the theory in itself is not clear and certain points of theory makes it doubtful and human beings don't have super powers Weber might have the idea of Prophet Mosses, Jesus in his mind while talking about super natural powers.

- It is difficult to routinize charismatic leadership every leader has his own unique abilities and this can be replaced with democracy or charisma of office. To developmental studies respondents' charisma have negative side but not all leaders use it for their own benefit people need to choose their leader carefully. Also charisma has specific time and age it ends after the achievement of goals or with the demise of leader.

- About the view on charismatic leadership theory Gender studies respondents said yes charisma do exist and it is a resilient form of authority which can bring upheaval and leader have power of words to make people do extraordinary things. Gender studies respondents said a charismatic leader has specific qualities and his vision and objective attract people to achieve goals.

- Regarding routinization it is very difficult to routinize charismatic leadership only bureaucracy or charisma of office can be a best alternative of this.

- All 16 respondents gave limited answers regarding religious aspect of charismatic leadership and agreed that Prophets had the power of charisma but now people use it to exploit followers. Also media is being used as a double edge sword for making someone charismatic.

5.3   Relation with literature

The above mentioned findings show relation with the literature which has been studies in the current study. The findings show that all respondents believe in the existence of charisma and its relation with literature which shows relation with the literature studied. On the other side findings also provide relation with crisis and emergence of a charismatic leader about which literature also talk. Also the findings suggest that charismatic leadership is a psychological feature which shows its relation with the literature of Coleman and James who suggested that it is in the human psychology which is limited to human mind. The findings also show relation with majority of the literature on the abilities of a charismatic leader which suggests that every person has his own abilities which cannot be transferred into another person but another person can learn those qualities by looking at the leader. All the respondents said that charisma has its roots with the dark side of charismatic leadership about which writers like Takala, Padilla, Hogan, Kaiser, Fogarty and Schnepel talks. In the end respondents answers shows relation with literature regarding the use of charismatic leadership for own benefits by political leaders and religious leaders.

5.4   Analysis of findings

According to the findings of the study researcher can suggest that charismatic leadership depends entirely on the belief of followers and it is bestowed on the leaders. The followers are the ones who will achieve the goals for the group. In a group the followers are attached with each other and leader through the emotional bond. On the other side a leader doesn't need any crisis situation to help his people he can prepare people for the crisis to come and help them find the solution.

When the followers over rely on the leader take advantage of the followers and use charisma for his own benefit which shows the dark side of charismatic leadership. The religion should be separated from the politics and should be practiced in its own way and not with the politics. Also religious leaders should stop supporting the political leaders in order to gain benefits.

The issue of routinization is difficult to meet which is a great flaw in the theory of charismatic leadership as every individual has his unique qualities also Weber has not given us any solid solution of routinization. On the other side Weber defined charisma as a supernatural quality which is not possible for human beings which shows another weakness in theory. All the researchers believe that charisma is in the followers and they bestow on the leader but no one talked about the failure of recognition by the followers that it is in them and not in the leader. No author talked about this. Lastly all believe that charisma is a psychological dimension of theory which has his relation with the human mind but no one talked about this how we can test it? Or how people create it in their mind about a specific leader? The charismatic leadership theory still needs work in certain area and through many ways it can be tested.

Through conclusion we can say that charisma exists which depends totally on human psychology so we can redefine charismatic leadership as

"It is the ability of individuals to bring change in the society through extraordinary abilities by creating emotional connection between leader and followers; which is bestowed by the followers in order to achieve certain goals during or without chaos situation".

5.5   Areas of future research

For the future course of action this study can be expanded by including more social science respondents in the research. Also to check the validity of charismatic leadership an experiment can be conducted by using a control group and experiment group by providing one with a charismatic leader and other group without it. This will also include observation of respondents for a limited period of time and through interviews. This will enable researchers to know how a charismatic leader impacts his followers. On the religious side some shrine with successor of a *Sufi* can be selected and his followers can be observed and interviewed regarding the charismatic qualities

of successor and original *Sufi*. On the political side followers of a charismatic leader can be observed and interviewed to know about charismatic leadership, routinization and negative aspects of charismatic leadership which will be a great addition in this field.

Questionnaire

Name_____   Age_____   Respondent Number_____   Department_____

Occupation_____   Residence_____

1. What is your view of charismatic leadership theory and its existence?
2. If in your view charisma exists then from where this gift comes either it is learned or genetic?
3. Do a charismatic leader challenges status quo?
4. Weber and many other think that charisma is in the public and not in the leader then why people fail to recognize the fact of charisma?
5. Social scientists consider charisma as a psychological component why they think it as psychological and what is your view on that?
6. Why people follow a charismatic leader?
7. How a charismatic leader rises and how can people recognize a person as charismatic?
8. Do you think a charismatic leader needs specific qualities or features? If yes then what kind of qualities?
9. Charisma depend on the acknowledgment of followers in your opinion how it is possible that when there are no followers there is no charisma? Whereas some people are charismatic to some people but not to all?
10. To max Weber charisma is inherently instable in your view how long it lasts after the demise or death of leader?
11. There is issue of routinization of charisma how can we routinize it when specific qualities are linked with a specific person no other person can have those qualities?
12. Do you think leaders use charisma for their own benefits as there is also dark side of charismatic leadership?
13. A charismatic leader promises certain goals to the followers when he fails to provide them people stop following him at that point where his charisma goes whereas to people that leader is problem solver?
14. Do you think now a day media is playing role for making a leader charismatic?
15. There is also religious aspect of charismatic leadership which says many religious leaders possess charisma do you think it is only for the exploitation?
16. In your opinion who us currently charismatic leader in Pakistan or in any other country?

Bibliography

Abbasiyannejad, M., Silong, A. D., Ismail, I. A., Othman, J., & Wahat, N. W. (2015). Charismatic Leadership and Society. *International research Journal of Social Science*, 68-73.

Alhojailan, M. I. (2012). Thematic Analysis: A critical Review Of its Process and Evaluation. *WEI International European Academic Conference Proceedings*, 1(1), (p. 10). Zagreb.

Ansar, S., Aziz, H., Majeed, A., & Rasool, U. (2016, November). Impact of Charismaatic Leadership Style on Organizational Effectiveness. *International Journal of Scientific & Engineering Research, 7*(11), 673-677.

Barnes, D. F. (1978, March). Charisma and Religious Leadership: An Historical Analysis. *Journal for the Scientific Study of Historical Analysis, 17*(1), 1-18.

Bass, B. M. (1998). Transformational leadership, Industrial, Military and educational impact.

Berg, B. L. (2009). A dramaturgical look at interviewing. In *Qualitative research methods for social science* (pp. 101-157).

Bernard, H. R. (1988). *Research methods in cultural anthropology.* Sage Publications. Florida.

Bernhard, M. (1998). Charismatic leadership and democratization: A Weberian Perspective. 7-11.

Bhutia, T. K. (2015). *Britanica Encyclopedia.*

Biviano, J. A. (2000). Charismatic Leadership: An effective instrument for cultural transformation.

Burns, N., & Grove, S. K. (2001). The practice of Nurcing research: Conduct, Critiques and utilization. In 4 (Ed.). Saunders.

Burns, N., & Grove, S. K. (2003). The practice of Nurcing research: Conduct, Critiques and utilization.

Cohen, W. A. (1990). *The art of the Leader.* New Jersey: Englewood Cliffs.

Coleman, J. A. (1997). Authority, Power, Leadership: Sociological Understandings. *New theology Review*, 31-44.

Conger, J. A. (1987, October). Towards a Behavioral Theory of Charismatic Leadership in Organizational Settings. *Academy of Management, 12*(4), 637-647.

Conger, J. A., & Kanungo, R. N. (1998). *Charismatic Leadership in Organizations.* SAGE Publications. California

DeFranzo, S. E. (2011, September 16). Whats the difference between qualitative and quantitative research.

Dulock, H. L. (1993, October 1). Research design: Descriptive research. *Journal of Pediatric Oncology Nursing, 10*(4), 154-157.

Eatwell, R. (2006, June). The Concept and Theory of Charisma. *Totalitarian Movements and Political Religions*. 7(12), 127-137

Epley, D. L. (2015, July). Weber's theory of Charismatic Leadership: The case of Muslim Leaders in Contemporary Indonesian Politics. *International journal of Humanities and Social Sciences, 5*(7).

Fogarty, S. (2011, August 30). The dark side of charismatic leadership. *Web journal*(13).

Friedland, W. H. (1964). For a Sociological concept of Charisma. University of North Carolina Press.

Grove, S. K., & Burns, N. (2009). The practice of Nursing research: Appraisal, sunthesis and generation of evidence.

Hayat, P. S. (2014). The charismatic leadership: Quaid-I-Azam Muhammad Ali Jinnah and the creation of Pakistan. 250-252.

Hollander, E. P. (1978). *Leaadership dynamics: A practicle guide to effective relationship.* New York: Free Press.

Hosu, I. (2012). Charismatic Leadership and Political Communication. *Revista Transilvana de Stiinte ale Comunicarii*, 19-37.

House, R. H., & Howel, J. M. (1992). Personality and Charismatic Leadership. *Leadership Quarterly*, 3(2), 81-108.

Jacobs, O. T., & Jaques, E. (1990). *Military executive leadership.* New Jersey. Oxford Press

Jennifer, D., & Epley, L. (2015, July). Weber's Theory of Charismatic Leaader: The case of Muslim Leaders in Contemporary Indonesian Politics. *International Journal of Humanities and Social Sciencce, 5*(7), 7-17.

Jentges, E. (2014). Political Charisma as Performance and Projection. *ECPR Joint Session in Salamanca.*

Johnson, C. G. (2007). Charisma in modern Islamic Revolutionary movements: The case of Ahmad Shah Massoud. *Journal of Fletcher School*.

Johnson, S. K., & Riggio, R. E. (2004). Charismatic Leadership in Crisis Situations A Laboratory Investigation of Stress and Crisis. *Small group research*, 495-514.

Jones, H. B. (2001, June 1). Magic, meaning and leadership: Weber's model and the empirical literature. *54*(6), 753-771.

Kakavogianni, D. (2009, March). Charismatic leadership and its emergence under crisis conditions: A case study from the airline industry. (45). University of York.

Kelley, R. E. (1992). *The power of followership.* New York: Currency.

Maxwell, J. A. (2005). Qualitative Research Design: An Interactive Approach. *Thousand Oaks*, 3(41).

Morse, J. M., & Field, P. A. (1996). Nurcing research. In *The aaplication of qualitative approach* (p. 8). Springer US.

Moscovici, S. (1993, December). Towards a social psychology of science. *Journal of the theory of social behaviour, 23*(4).

Nikoloski, K. (2015). Charismatic leadership and power: Using the power of charisma for better leadership in the enterprise. *Journal of press management new technologies, 3*(2), 18-27.

Padilla, A., Hogan, R., & Kaiser, R. B. (2007). The toxic triangle: Destructive leaders, susceptible followers and conducive environment. *The Leadership Quarterly, 18*, 176-194.

Pappas, T. S. (2014, May 21). Political Charisma and Liberal Democracy. 16(61).

Parahoo, K. (1997). Nursing research: Principles, process and issues. London.

Parry, K. W., & Hansen, H. (2007, August 1). The organizational story as leadership. *3*(3), 281-300.

Polit, D. F., & Beck, C. T. (2004). Nurcing Research: Principles and Methods. In *Nurcing Research: Principles and Methods* (p. 49). Lippincott Williams & Wilkins.

Popper, M. (2002). Narcissim and attachment patterns of Personalized and Socialized Charismatic Leaders. *Journal of Social and Personal Relationships, 19*(6), 797-809.

Rowan, C. (2013). *The routinization of charisma: Leader-follower relationships in the suzuki associations of Americans. Michigan University Press.*

Schnepel, B. (1987). Max Weber's theory of Charisma and it's applicability to anthropological research.

Shils, E. (1965, April). Charisma, Order and Status. *American Sociological Review, 30*(2), 199-213.

Soneni, M., & Moreen, M. (2015, June). Charismatic Leadership and the Socio-Economic Transformation of the Church. *International Journal of Humanities and Social Sciences, 5*(6), 169-174.

Sosik, J. J., & Jung, D. I. (2003, November 1). Impression management strategies and performance in information technology consulting: The role of self-other rating agreement on Charismatic leadership. *Management Communication, 17*(2), 233-268.

Takala, T. (2005). Charismatic leadership and power. *Problems and Perspectives in Management*, 45-57.

Takala, T. (2010, February 4). Dark Leadership, Charisma and trust. *Journal of Psychology*, 59-63.

Vergauwe, J., Wille, B., Hofmans, J., Kaiser, R. B., & Fruyt, F. D. (2017). The double-edged sword of Leader Charisma: Understanding the Curvilinear Relationship Between Charismatic Personality and Leader Effectiveness. *Journal of Personality and Social Psychology, 114*(1), 110-130.

Weber, M. (1947). The theory of Social and Economic Organization. New York, Oxford University Press.

Wei, N. R., & Baroto, M. B. (2016). Relationship of Charismatic Leadership and Organizational Change on Business Transformation among Malaysia Small and Medium Enterprises. *International Journal of Innovation and Business Strategy*, 10-20.

Willner, A. R., & Willner, D. (1965, March 1). The Rise and Role of Charismatic Leadership. *The Annals of the American Academy of Political and Social Science, 358*(1), 77-78.

Wyk, J. V. (2008). Leadership theories and model. University of Pretoria Press.

Yukl, G. (1999). An Evaluation of Conceptual Weakness in Transformational and Charismatic leadership Theories. *Leadership Quarterly, 10*(2), 285--305.

Yukl, G. (2010). *Leadership in organizations.* Utar Pardesh: Dorling Kindersley (India) Pvt. Ltd.