Abstract

In this study, we evaluate the role of leader charisma in fostering positive affective team climate and preventing negative affective climate. The analysis of a longitudinal database of 137 bank branches by means of hierarchical moderated regression shows that leader charisma has a stronger effect on team optimism than on team tension. In addition, the leader’s influence and the frequency of leader-team interaction moderate the relationship between charisma and affective climate. However, whereas the leader’s influence enhances the relationship between leader charisma and positive affective climate, the frequency of interaction has counterproductive effects.