

27.5.2026

Author

BASTEDO, Michael N. (SAMUELS, Elias; KLEINMAN, Molly)

Title

Do charismatic presidents influence college applications and alumni donations? : organizational identity and performance in US higher education / Michael N. Bastedo ; Elias Samuels ; Molly Kleinman

Publication year

2014

Source/Footnote

In: Higher education. - 68 (2014) 3, S. 397 - 415

Inventory number

36908

Keywords

Ausland : USA : einzelne Hochschulen ; Ausland : USA : Hochschulwesen allgemein ; Hochschule : Verwaltung allgemein

Abstract

The effect of charismatic leadership on organizational performance is contested. Yet despite the lack of consistent evidence of the value of charismatic leadership to organizations, presidential searches have increasingly favored charismatic candidates. This study shows how organizational identity mediates the relationship between charismatic leadership and organizational performance. Among religious colleges, but not among private colleges considered overall, there is a positive relationship between presidents' charismatic leadership and the number of applications for enrollment and the amount of financial donations colleges receive. This suggests that among organizations with atypical identities, charismatic leadership can be interpreted as a meaningful signal of organizational performance. (HRK / Abstract übernommen) Bastedo, Michael N., E-Mail: bastedo@umich.edu