

STUDY ON THE ROLE OF CHARISMATIC AND TRANSFORMATIONAL LEADERSHIP IN GENERATING ORGANIZATIONAL PERFORMANCE AND RESILIENCE

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Abstract: *The charismatic leadership style is often confused with the transformational leadership style, as both involve both a high level of inspiration and a significant ability to change organizations, but also to make them resilient. However, the two styles differ in the source of authority, the goals pursued, and the way leaders relate to subordinates. From the perspective of managing important changes and motivating work teams towards common goals, both styles have proven to be effective, often coexisting or being used together by effective leaders. Therefore, from a theoretical perspective, this paper is intended to be a bibliographic study that will address the characteristics of charismatic and transformational leadership with a focus on their role in generating organizational performance and resilience. From a methodological point of view, the quantitative analysis is carried out based on the analysis of the answers received to a questionnaire administered to a number of 45 people with various management/leadership positions within organizations with a productive profile. The general objective of the study is to identify the role of charismatic and transformational leadership in the organizational performance and resilience of several organizations, with the main field of activity being production, where the typology of existing relationships between leaders and supporters is diverse and where the leadership styles adopted can have several different valences.*

Keywords: charismatic leadership, transformational leadership, performance, resilience

1. Introduction

Each leadership style is identified by its own characteristics, by different practice styles, the way a leader makes decisions, communicates with his team, provides feedback and directs tasks to supporters. The style can be customized, including the way the leader has the organizational vision and perspective and the way in which he shares this perspective with the members of the organization, through the way he implements the strategies and especially through the way he motivates the human resource. Each style has positive aspects and slightly less good aspects, and the differences come mainly from the personality traits of the leaders

(individualism, diplomacy, charisma, opportunism), professional experience acquired throughout their careers and emotional intelligence. The approach in this article starts from addressing the differences between the two concepts, charismatic leadership and transformational leadership. The article also highlights the personality characteristics of these two leadership styles and exemplifies the implications they have on the organization. On the other hand, the paper also aims to analyze the characteristics of charismatic and transformational leadership, providing perspectives on how they can be applied in different organizational contexts.

The leadership style manifests itself

differently in the organizational context and is influenced by several factors such as: the economic context, the organizational culture, the traits and personality of the leader. The interaction between the aforementioned elements has given rise over time to several classifications of leadership, an aspect that influences the productivity, performance and resilience of the organization.

The concept of leadership is a complex one and has been the subject of many studies and debates over time. Understanding the essential differences between these styles is important for leaders who want to inspire and manage work teams effectively and efficiently.

Among the various leadership styles, the transformational style stands out as the most influential and contrasting of all approaches, and charismatic leadership has established itself as a dominant conceptual model in the study and analysis of organizational leadership starting from the study of the halo effect generated by certain people and the effect they have on supporters and organizations.

2. Characteristics of charismatic leadership

This leadership style is known because of the perceptions and interpretations that subordinates have towards the leader's behavior.

Most of the time, when starting to study this style of leadership, the approach starts from the theories of the German sociologist Max Weber, the first theorist of the development of modern society who developed the term charismatic leadership [1].

He noted that charismatic legitimacy is an ideal type of social influence that is fundamentally different from other types of authority. Subordinates become "followers", their commitment to the leader being one of an emotional nature, rather than one driven by the application of several rules or ranks, as is the case with mechanistic

organizations. Through the breadth of his studies, Weber came to be delighted with charisma and to consider it "an extraordinary quality of a person, whether real, supposed, or claimed" [2]. Some people generate a halo effect and their behavior, the way they manifest themselves have an important effect on the members of organizations that makes them adopt behaviors generated by leaders.

Most studies indicate and support the fact that charismatic leadership can bring a number of benefits to the organization if implemented correctly, and moreover, it can help develop employees and develop highly effective resilient practices.

Charisma is a quality that requires turning visions into reality, and charismatic leaders are the ones who help the organization succeed as much as possible and progress as much as possible [3].

The charismatic leadership style is designed to inspire and influence employees to perform assigned tasks in the best and correct way possible. Implementing such a leadership style helps the human resource to increase productivity and performance, to become resilient, to improve their communication skills.

According to Grabo and Van Vugt, charismatic leaders are unique in their ability to foster prosocial behaviors within work teams because the verbal and nonverbal tactics they employ actively and consistently signal their capacity and willingness to address the group's challenges - what they refer to as an "evolutionary advantage." [4]. Charismatic leadership can have positive effects on both the organization and employees because it can provide progressive changes in their performance. Adopting such a leadership style is likely to lead to increased organizational performance [5].

Charismatic leadership is characterized by certain advantages but also disadvantages [6]. The most relevant ones will be presented in the following lines. So, among the

advantages of the charismatic leader are:

- Encouraging the adoption of a sense of collaboration and togetherness;
- How it makes employees feel heard and understood;
- The way he makes things move in a positive way;

The disadvantages of the charismatic leader are:

- It can become more focused on itself than on employees;
- Has the potential to become self-serving;
- It is frequently perceived as superficial or meaningless.

The most significant characteristics of charismatic leadership tend to be: communication, maturity, humility, compassion, substance, confidence, Positive body language, listening skills, self-monitoring. [4]. The charismatic leadership style has been studied at length from the perspective of the implications it has on the organization, through the use of several research methods [7]. It is possible that thanks to charismatic leaders, employees feel more motivated and realize their self-worth (sometimes triggered by the Pygmalion effect), which results in increased job satisfaction, which ultimately leads to organizational performance and some resilience.

3. Characteristics of transformational leadership

The transformational leadership style is focused more on the achievements of leaders than on their personal characteristics and positive reactions from supporters. The transformation-based leadership style helps organizations to face new challenges, to adapt to the multiple changes in the environment and to the generation of disruptive products or services, imposing new development concepts and new types of products, generating resilience and even more, a potential organizational performance based on broad competitive actions that can change the development

paradigm on certain markets. According to Rawashdeh, transformational leaders are characterized by their innovative thinking, strong problem-solving abilities, and readiness to take calculated risks. They pay close attention to employees' needs and expectations, demonstrate self-confidence, and have the capacity to inspire and energize those around them. When these transformational qualities are integrated with other leadership approaches, organizations can strengthen their competitive advantage [8].

Transformational leadership has the role of an agent of change within the organization. According to James MacGregor Burns' Theory, transformational leadership requires the leader to understand and support the needs of followers by developing them in the sense of the interests of the organization. The leader considers followers as unique and important people, the result being the relationship of mutual stimulation and becoming, which converts followers into leaders and can convert leaders into moral agents. Specifically, Burns defines transformational leadership as a process in which leaders and followers positively influence each other in order to achieve higher levels of motivation and morality. Burns' approach may seem slightly utopian and idealistic, but it is precisely this approach in his book "Leadership" [2] that gives a more pronounced outline to the nuances specific to transformational leadership.

Unlike Burns, Bernard M. Bass, in his book "Leadership and Performance Beyond Expectations" has a different conception of transformational leadership. He believes that transformational leadership is an amalgam of charisma, motivational inspiration, intellectual stimulation, and individualized consideration in which transformational leadership is what emerges through "contingent reinforcement." He also considers this leadership style as one that seeks to arouse or modify the needs of the

human resource and not to discover and/or develop them [2].

Bass's model of transformational leadership is composed of four characteristics: change through a new vision, cultivation of inspirational motivation, intellectual stimulation, and individual consideration. The characteristics of transformational leadership according to Bass are Idealized influence, Inspirational motivation, Intellectual stimulation, Individualized consideration.

Transformational leadership is effective in ensuring organizational success, however, we can exemplify some specific advantages and disadvantages. Charisma, vision, change, the power to convince followers to go beyond personal interest for the good of the team and/or organization are some of the advantages. On the other hand, the biased leadership style, due to self-efficacy, conceptual unclarity, anti-democratic and solitary style being the elements that disadvantage transformational leadership [9].

Therefore, the effects of transformational leadership on employees not only have positive effects, but also negative effects, as there is a danger of increased dependence of subordinates on it. Failure to plan activities can be a consequence of this.

By acknowledging the strengths and limitations associated with each leadership style, leaders can more effectively tailor their approach to inspire their teams, foster innovation, and achieve organizational goals. Whether emphasizing the visionary inspiration of transformational leadership or the influential appeal of charismatic leadership, the most effective leaders are those who are able to integrate these approaches into a dynamic and adaptable leadership strategy. Within an increasingly complex global environment, transformational leadership can offer organizations a meaningful source of competitive advantage when responding to international challenges [10]. Consequently,

adopting transformational leadership across diverse organizational contexts may serve as an effective approach for enhancing competitiveness and supporting long-term, sustainable growth [11].

4. General elements on research methodology

The general objective of the study is to identify the role of charismatic and transformational leadership in the organizational performance and resilience of several organizations, with the main field of activity being production.

In the end, 45 valid responses to the distributed questionnaires were collected.

As secondary objectives we list:

- identifying respondents' knowledge of the elements of charismatic and transformational leadership
- Identifying the elements of communication and goal setting between the leader and followers/subordinates;
- Identifying the level of appreciation and self-appreciation in relation to the activities carried out;
- Identifying potential correlations between leadership and organizational performance.

The basic tool used is a larger questionnaire consisting of 22 questions (21 closed-ended questions and one open-ended question). The questionnaire was distributed to people with potential management/leadership positions from various companies mainly in the area of production of automotive elements and components. The distribution of the questionnaire was done online, being carried out on the Google Forms platform, the easiest way to reach potential respondents. The questionnaire completion period was in the first quarter of 2026.

This paper presents the results of a significant part of the questions used, selecting those that are focused on the approached topic.

5. Charismatic and transformational leadership in relation to organizational performance - data analysis and interpretation

Figure 1 illustrates how respondents appreciated the leadership style within the organization. As can be seen, 64.4% believe that the leadership style within the organization in which they work is oriented towards improving the organization and their followers, thus resulting in the adoption of a transformational leadership style. This percentage indicates that most companies apply a transformational rather than a charismatic leadership style, with an imprint on the evolution of organizations, helping them to face new challenges, therefore to be resilient. 35.6% of respondents answered that in their opinion the style is oriented and

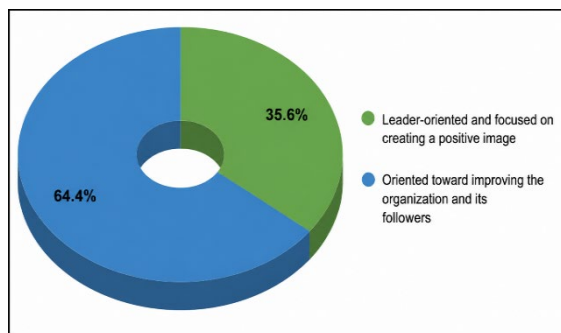


Figure 1: Leadership style within the organization
Source: own creation

Unlike transformational leadership, charismatic leadership is one that does not want to change anything within the organization, only in crisis conditions. To avoid this, wanting to adopt a leadership style as efficient as possible, companies rely on the fact that transformational leadership is the one that emphasizes the transformation of the organization and its employees. Following the analysis of the theory on transformational and charismatic leadership presented above, it can be seen that both leadership styles can be effective for organizations, if approached correctly, but

centered on the leader and on generating a positive image, which means adopting a charismatic leadership style. This distribution of responses indicates that there are differences in approach at the level of hierarchical structures or between departments. The results may also reflect a transition of the organization to more modern leadership practices in which the emphasis is placed on collaboration, involvement and continuous development, but in which influences of traditional styles also persist. In this context, it is important for the organization to analyze these perceptions in order to identify directions for improving leadership practices and to ensure a balance between the orientation towards results and the orientation towards people.

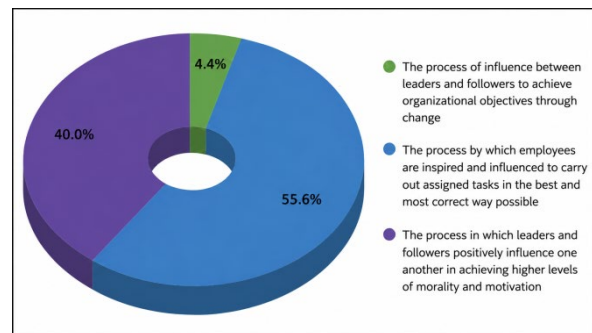


Figure 2: Characterization of the leadership process
Source: own creation

the adoption of transformational leadership can become more effective because it is focused on performance and organizational change, compared to charismatic leadership with objectives more on valuing the leader and his performance related to own success. As a first conclusion, it can be confirmed that human resource are well informed about the effectiveness of leadership styles. Figure 2 shows the characterization of the leadership process. Thus, the majority of respondents (55.6%) characterize leadership as the process by which the human resource is inspired and influenced to perform the

assigned tasks in the best and correct way, a characterization that defines charismatic leadership. 40% of respondents define leadership as the process in which leaders and followers positively influence each other in achieving higher levels of morality and motivation, thus defining transformational leadership. A smaller number of respondents (4.4%) define leadership as the process of influencing between leaders and followers to

achieve organizational goals through change.

From Figures 1 and 2 it can be seen that the respondents are not consistent in the answers they provide because they do not know the characteristics of each type of leadership, and the differences in perception can be seen from the comparative analysis of the two graphs from the answers received.

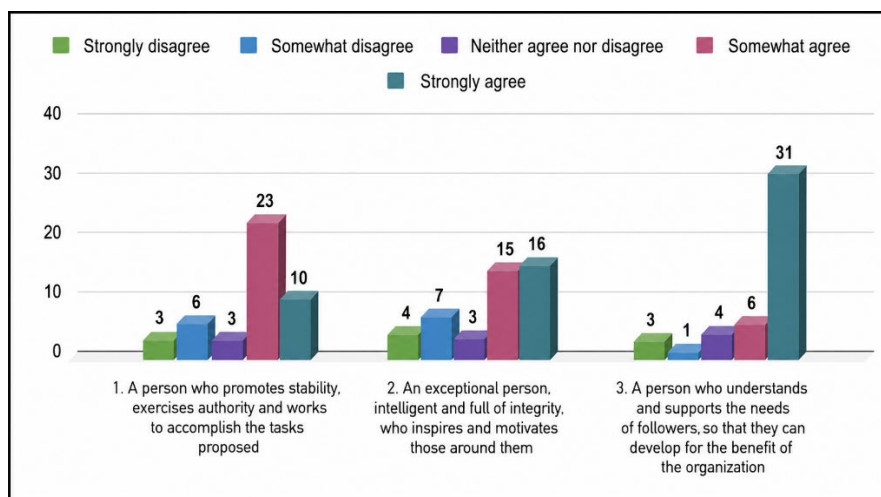


Figure 3: Characterizing the successful leader

Source: own creation

Figure 3 presented how respondents characterized the successful leader. A number of 31 respondents characterize the successful leader as the person who understands and supports the needs of followers, so that they are developed by him for the benefit of the organization. These traits define the transformational leader, being the one who tends to work as hard as possible to improve the organization and the team. A number of 23 respondents characterize the successful leader as the person who promotes stability, exercises authority and works to accomplish the tasks proposed.

On the other hand, 16 respondents characterize the successful leader as an exceptional person, intelligent and full of integrity, who inspires and motivates those around them.

In conclusion, we can say that most

respondents identify with the charismatic leader because he is the one who highlights the emotional reactions of the followers, thus managing to keep a good relationship with them.

Communication in any relationship is the basic key, especially in organizations, in the case of work teams. As can be seen in Figure 4, there are a number of information methods that leaders use to convey messages (tasks) to subordinates. 73.3% of respondents claim that face-to-face communication is the most used and preferred method by which they dialogue with followers (in individual discussions when the focus is on a certain person, activity, problem). 68.9% of respondents claim that the predominant methods they use are meetings or other work meetings, where all team members discuss. This method they find effective for their team. Email is used

by 40% of respondents, the phone by 44.4%, the intranet by 6.7%, and other applications (WhatsApp, Google Meet, Zoom, etc.) by 48.9%. Also, as far as can be seen, the internal programs/applications used to provide information are no longer used so often, there are other methods mentioned above.

From the results obtained, it is noted that the information is better expressed through face-to-face communication, either through individual discussions or through meetings or other work meetings, so leaders can observe the employees' reactions to the problems or work tasks discussed within them.

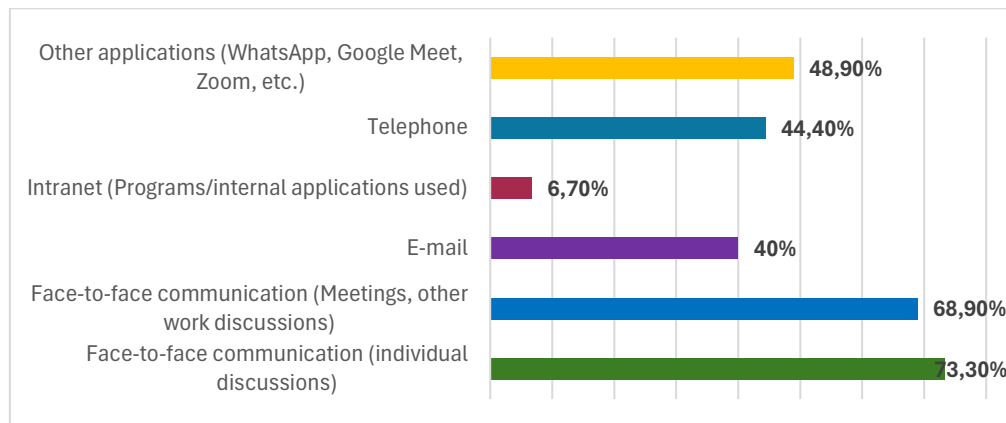


Figure 4: Information methods
Source: own creation

Following the results obtained when asked how understanding the respondents are regarding the personal problems of the followers/subordinates (Figure 5), 51.1% of the respondents claim that they are quite understanding when they consider it necessary to provide support to them, and the remaining 48.9% claim that they are very understanding because they believe that this is the only way they can maintain a close relationship based on understanding and respect.

We can mention here the need to motivate employees, which has become increasingly important for most organizations and at the same time a main objective of a team's operation, because the efficiency of the human resource at work depends on this motivation.

This orientation towards empathy and support reflects a modern trend in management.

Leaders are aware that employee satisfaction and engagement are directly correlated with organizational performance and the long-term stability of the team. At the same time,

the understanding provided by leaders contributes to the development of employees' resilience, helping them to better cope with stress and change.

Figure 6 exemplifies the deadlines that respondents propose to followers/subordinates to perform tasks. A percentage of 37.8% claim that the deadlines proposed by them for carrying out the tasks are both reasonable and with combined solutions. The reasonable ones are proposed for subordinates to be able to perform their assigned tasks, and those with combined solutions, depending on the tasks to be performed, require a longer duration of completion.

Another category is tasks that can be completed in a shorter period. It is important for the team leader to know how to manage time when it comes to completing tasks, since the main cause of not meeting deadlines is lack of performance at work. It is also important for the leader to direct his attention to the training of employees and to be able to redirect their attention to tasks that have more

recent deadlines so that he can fit into their achievement. 22.2% of respondents believe that deadlines should be flexible so that they can be achieved as correctly as possible.

Only 2.2% of respondents believe that deadlines need to be tight because there are pressing situations with short-term solutions.

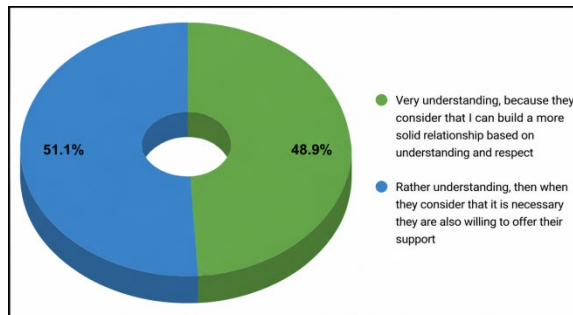


Figure 5: The personal problems of followers
Source: own creation

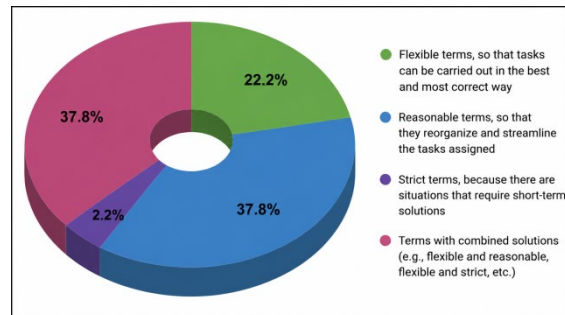


Figure 6: The deadlines proposed for the implementation of the tasks
Source: own creation

Of the total respondents who took part in filling out the questionnaire, 53.3% claim that they receive monthly feedback from followers/subordinates on how they are

guided and coordinated, 20% claim that they receive it weekly, 11.1% note that they are graded daily, and 15.6% claim that they never receive feedback from them (Figure 7).

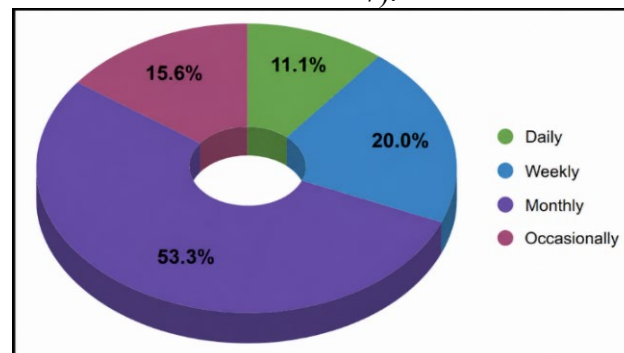


Figure 7: Follower feedback
Source: own creation

This feedback is very important for respondents because, depending on it, they can figure out if the methods they use with subordinates are working or if they need to try other new methods. Feedback should be seen as a way for employees to help the leader in the functioning of the team. From the answers provided by the respondents, it can be seen that most of them receive monthly informative feedback. The most productive, efficient and high-performing teams are those that provide feedback to the leader as often as possible, as not only do subordinates want to know how they perform at work, but the leader is

also interested in this aspect.

The behavioral skills in Figure 8 were assessed as follows:

- *Ability to excel in communication:* 38 respondents identified to a greater extent with this trait, as opposed to those (7) who identified less. It is important for leaders to associate with this skill to help their team understand and prioritize tasks;
- *Ability to be loyal:* 41 of the respondents identified to a greater extent with this ability, and 4 less. It is important for leaders to identify with this trait as the team is based on their strong character;

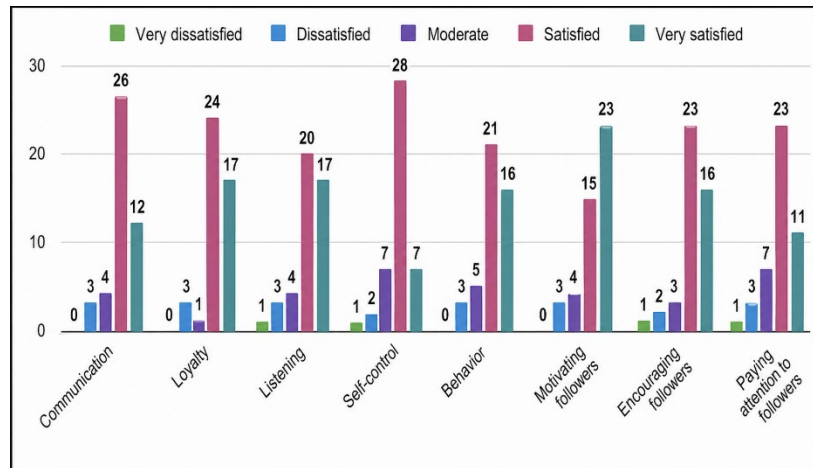


Figure 8: Behavioral skills
Source: own creation

- *Ability to be a good listener*: 37 respondents identify with this trait, while 7 fewer. The leader must empathize with subordinates and must provide them with support;

- *Self-control ability*: 35 respondents identify with this quality, which is very good because this trait helps them become the best version of themselves every day.

These four exemplified traits are specific to the charismatic leader.

The following four traits are specific to the transformational leader:

- *Ability to model behavior to be an example for followers/subordinates*: 37 respondents identified to a greater extent with this statement, but 8 identified less. The leader must have a model behavior because subordinates will try to imitate him, this being an advantage for the team;

- *The ability to motivate those around them by giving them confidence*: 38 respondents of those surveyed say that they apply this trait with their subordinate team, this giving their followers confidence in the tasks performed;

- *Ability to stimulate subordinates' efforts*: 39 respondents identified well with this trait, and another 5 less so. Stimulating employees will lead them to take part in solving problems;

- *Ability to pay special attention to the needs of each employee*: 34 respondents claim that they identify well with this skill, and another

10 less well, this will lead subordinates to talk to the team leader because they will have his full attention.

Based on the data presented, it can be stated that the transformational leader profile is slightly more prevalent than the charismatic one, because the specific traits of transformational leadership recorded, overall, a larger number of respondents who identified "to a large extent" with them.

Figure 9 lists five elements that characterize organizational performance.

The majority of respondents believe that customer satisfaction (28), the atmosphere within the company and the organizational culture (27) are the main elements that characterize organizational performance.

Customer satisfaction is for them one of the main indicators of organizational performance, and organizational culture is the one that has a great impact on how the organization will be run.

On the other hand, respondents also note the other elements characteristic of organizational performance: the relationship with stakeholders (25), profit (19) and brand value (21). Most organizations aim to maximize profit because financial performance is reflected on organizational performance, the relationship with stakeholders is established according to the organization's responses to their needs, and brand value is determined according to how well known the organization is.

Figure 10 represents the elements that influence organizational performance. It can be seen that respondents support the idea that organizational strategy (23), human

resources and intellectual capital (26) are the main elements that influence organizational performance.

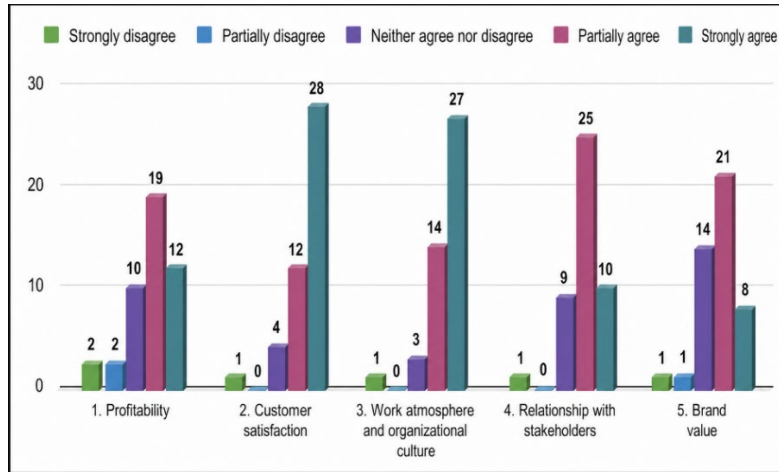


Figure 9: Elements that characterize organizational performance
Source: own creation

On the other hand, there are respondents who also claim that the organizational culture and the synergistic combination of human resources are also important in influencing organizational performance.

These results show that all the elements mentioned above are important in organizational performance, since each of them brings a greater or lesser contribution to the organization.

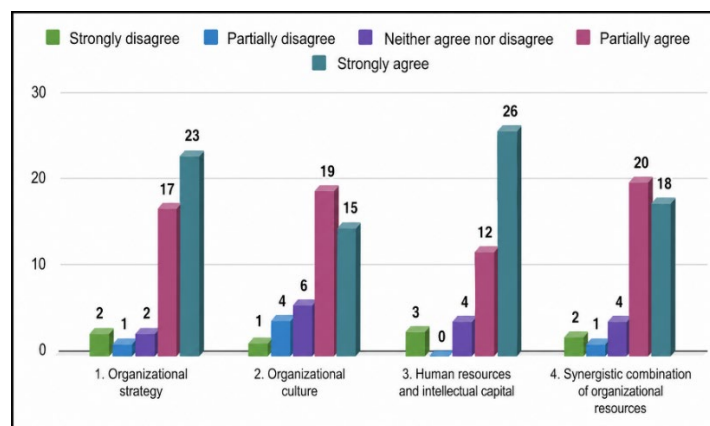


Figure 10: Elements that influence organizational performance
Source: own creation

Of the 45 respondents surveyed, the vast majority of the sample was represented by females (51.1%), but at a very small

percentage distance is a part of the sample represented by males (48.9%).

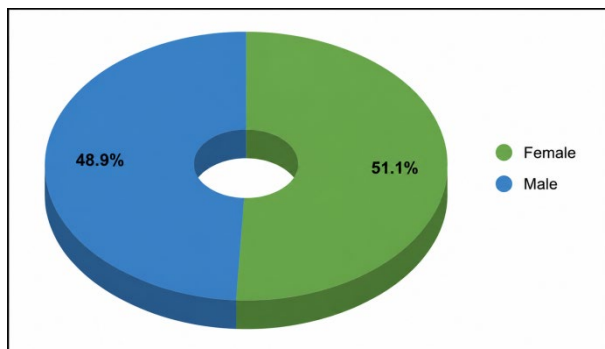


Figure 11: Gender of respondents

Source: own creation

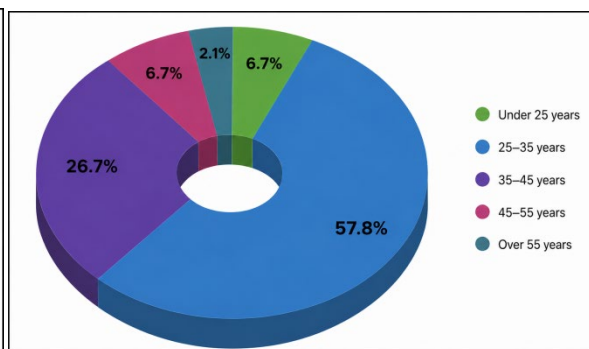


Figure 12: Age of respondents

Source: own creation

Most of the respondents (57.8%) have the age group between 25-35 years, followed by the age group between 35-45 (26.7%), then the percentages of the older age groups, representing a smaller number, can also be observed.

6. Conclusions

This article aims to follow the aspects of charismatic and transformational leadership, organizational performance and resilience. Along the way, both the characteristics of the two leadership styles and their implications on organizational performance and resilience have been emphasized. Therefore, the main characteristics of charismatic and transformational leadership styles were presented at the beginning, as well as their implications on organizational performance and resilience. Then, the practical study focused on conducting a quantitative research based on a questionnaire, addressed to a number of 45 people with various management/leadership positions within organizations with a production profile. As a first conclusion, it can be stated that, analyzing the two leadership styles, it was possible to observe that charismatic leadership is the one that does not leave its mark on the organization, but on the leader and its image, unlike transformational leadership that leaves its mark on the development of organizations.

Leadership is linked to performance. It is justified and takes on special importance, as long as it manages to make employees achieve increasingly ambitious goals and meet the quality standards of the organization, if leadership is to bring rigorous, measurable benefits to an organization, then the factors that lead, determine and influence a leader and efficiency must be identified and developed. Specific to each organization is how they turn their attention to the most effective or favorable leadership.

Through the ability to inspire, motivate and guide the members of the organization towards common goals, leaders who adopt these styles contribute to the creation of an organizational climate based on trust, adaptability and active involvement. The results of the analysis suggest that organizations led by a clear vision, supported by effective communication and constant support for employee development, manifest a higher level of efficiency, capacity for innovation and resilience in the face of change and crisis situations. Thus, the integration of the principles of charismatic and transformational leadership in managerial strategies can be an important direction for ensuring the sustainability and competitiveness of organizations in the current context, characterized by dynamism and uncertainty.

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