

**“The Impact of Charismatic Leadership Style on Intrinsic Motivation, Performance and Job Satisfaction of the Employees”**

**By:**

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**Abstract:**

The primary objective of this study is to evaluate the influence of charismatic leadership style on employee intrinsic motivation, performance, and job satisfaction. The study data was gathered through the administration of a questionnaire, which was completed by a sample of 100 people employed in firms located in the Kingdom of Saudi Arabia (KSA). The findings of this study demonstrate a substantial positive correlation between charismatic leadership and intrinsic motivation, as well as staff performance. The statistical significance level, ( $p < 0.05$ ), indicates that the observed results are unlikely to have occurred by chance alone. Additionally, a statistically significant correlation ( $p < 0.05$ ) has been observed between the charismatic leadership style and the levels of job satisfaction among employees. The findings also demonstrate that acknowledging the importance of charismatic leadership can offer organizations significant insights into implementing effective leadership techniques that enhance employee well-being and foster corporate success.

## Introduction

Leadership is a manager trait that motivates subordinates to perform better job, and a leader should foster an environment that encourages fresh ideas and input from employees. Some employee desires to communicate ideas and sentiments in an effort to discover more efficient means of resource utilization. When a manager or leader shares information with employees in a transparent manner, followers and employees develop trust and loyalty towards the leader. An effective leader motivates employees to boost their productivity and job satisfaction (Asrar-ul-Haq & Kuchinke, 2016). He served as an example for others to emulate. Leaders bridge the gap between upper and lower management (worker). He must convey the beliefs and expectations of the upper level to the lower level, as well as the issues and challenges of the workers to the upper level. He connects all activity at the highest and lowest levels. He fostered team spirit in the workplace by fostering an effective organisational culture. The leader gives workers with direction and counsel regarding technical and emotional job issues.

Motivation is an essential quality for leaders. Alkahtani (2016) contend that one of the characteristics of leadership is the capacity to motivate others to contribute to the success and effectiveness of the team in which both the leader and followers participate. Failing to motivate others will likely result in leadership failure. Therefore, it is not difficult to argue that it is a leader's responsibility to motivate their team. According to Lu et al., (2016), an unmotivated employee is more likely to leave their job at the first available opportunity, exert less effort in their profession, produce inferior work, and avoid the workplace whenever possible.

Charismatic qualities are commonly associated with effective leaders. The prevalence of charismatic leadership in businesses is increasing as a means to enhance overall operational effectiveness. The faith of the following in the leaders is a crucial element. In order for a leader to sustain their influence, it is imperative that they possess the ability to inspire and engage their followers. There is a positive correlation between enhanced performance from subordinates and the presence of charismatic leadership, as well as increased levels of motivation and contentment. According to NAGENDRA & FAROOQUI (2016), charismatic leaders have the ability to inspire and encourage their followers and subordinates, leading to increased effort and a sense of enhanced self-worth. This, in turn, contributes to improved job performance. Efficiency and organizational performance are closely linked.

By speaking optimistically about what must be accomplished in the future and instilling in their followers the positive values associated with the desired outcome, charismatic leaders are adept at inspiring followers. Employees engage emotionally with charismatic leaders because they have faith in the leader's ability to accomplish the organization's mission and goals.

## Problem Statement

In order to achieve the goals of an organization, it is imperative for a business to effectively oversee, exert influence upon, and enhance the productivity of its workforce. When processes are not adhered to in a proper manner, there is a decline in employee performance and satisfaction, particularly when combined with ineffective leadership. The organizations in Oman have a deficiency in maintaining consistent quality and face challenges in achieving high worker productivity, potentially stemming from their prevailing leadership style. Effective leadership is crucial in order to enhance staff productivity and, as a result, improve employee performance.

The employees of an organization are considered to be its most valuable resource. In order to optimize performance and satisfaction levels, it is imperative to fulfill individuals' goals and requirements in alignment with their designated jobs and responsibilities. The observable outcomes of leadership's collaboration with overall performance and satisfaction must be tested, as managers employ specific leadership strategies to address functional issues in achieving departmental goals. This necessitates an examination of the style and approach used by managers to stimulate performance.

The success rate of an organization's management process is largely contingent upon the effectiveness of its leadership, which is widely regarded as the most intricate facet of any corporation. The inherent

human capacity to understand the importance of individuals within a firm is intrinsically linked to the concept of organizational structure. Certain leaders may exhibit a lack of awareness or understanding regarding the importance of staff motivation. Consequently, the organization frequently fails to achieve its aims and objectives.

Regrettably, the existing body of literature pertaining to charismatic leadership is deficient in providing a comprehensive elucidation of the mechanisms via which this form of leadership engenders substantial outcomes. Currently, there is a lack of motivational theories that specifically address the manner in which charismatic leaders exert influence over the values, goals, desires, and aspirations of their followers.

### **Research Questions**

1. What is the impact of a charismatic leadership style on employee intrinsic motivation, performance and job satisfaction?
2. What are the different types of leadership styles used in organizations?
3. What is the significance of employee motivation and how does it affect organizational performance?

### **Research Hypotheses**

1. There is a statistically significant relationship between the impact of a charismatic leadership style, intrinsic motivation and performance of the employees.
2. There is a statistically significant relationship between the impact of a charismatic leadership style and job satisfaction levels of the employees.

### **Aim of study**

The main aim of the study is to assess the impact of charismatic leadership style on employee intrinsic motivation, performance and job satisfaction.

### **Research Objectives**

1. To show the impact of a charismatic leadership style on employee intrinsic motivation performance and job satisfaction.
2. To better understand various types of leadership styles in organizations.
3. To clarify the significance of employee motivation and its influence on organizational performance.

### **Significance of the study**

The importance of leadership effectiveness is paramount across all levels of an organization. The presence of leadership inside organizations is crucial as it plays a vital role in augmenting their overall performance and facilitating the attainment of their objectives. In order to proficiently oversee coworkers, a manager must possess the requisite skills and methods to enhance employee engagement and job happiness. Considering that individuals are the driving force behind a business, their presence can greatly enhance its overall effectiveness. The leadership style employed by a firm exerts a substantial influence on the degree of employee engagement and dedication. Encouraging employees is crucial for enhancing their motivation and fostering their commitment towards the attainment of organizational objectives. In order to optimize efficiency and attain departmental objectives, it is imperative for managers to adopt a range of leadership and management styles, hence necessitating the utilization of varied leadership strategies. The relationship between leadership style and both organisational commitment and performance is closely intertwined.

## Literature review

### charismatic leadership style:

The charismatic leadership approach is derived from charisma. The word derives from the Greek, where its meaning is "divine gift." In the discipline of organizational management, charisma is described in numerous ways. Max Weber notes that charisma pertains to an individual's personal virtues that distinguish them from the rest, as society perceives the individual to possess exceptional qualities that are uncommon in others. On the other hand, Bernard Bass argues that charismatic people have divine favor. a charismatic person has a magnetic effect on the people. On the other hand, charismatic leadership refers to the use of charisma to encourage the desired behavior in others (Conger & Kanungo, 2010). To achieve their goals, leaders employ seductive communication, persuasion, emotional appeal, and personal charisma.

To appeal to the desires of their employees, charismatic leaders must comprehend their needs and interests. In addition, the supervisor must have the ability to pique the employee's interest in order for them to exhibit the desired behavior. Motivation plays a significant role here, as the supervisor must convince the employee that completing a specific task will benefit both the organization and the employee. If the employee feels a part of something wonderful, charismatic leadership will be successful. This is typically the case in charismatic leadership, where the leader exerts the majority of influence over the followers.

The history of charismatic leadership dates back to the late 1950s, when Max Weber documented the leadership style in his book "Types of Legitimate Rule" In this article, Weber describes three styles of leadership, charismatic being one of them. Although the style has a lengthy history, it wasn't until the 1990s that academics began to examine the effects of this type of leadership in the workplace. A leader's responsibility is to foster adaptability (Keiu, 2010). Adaptability is the ability of employees to adapt to the duties assigned to them. This requires the employee to feel secure and at ease in his work environment so that he can meet the company's expectations. In addition to employee adaptability, the organization must adapt to internal and external changes. This implies that the leadership should be able to anticipate potential changes that may affect the organization and implement measures to deal with these occurrences.

According to Hugo Asencio (2016), an organization's primary objectives do not terminate with its existence; rather, organizations must continuously improve their performance to adapt to market changes. Employees are more likely to readily follow charismatic leaders because they believe these individuals have answers to the problems they are confronting. Employees acquire confidence as a result of placing their trust in the leadership. This has the benefit of encouraging them to perform to their full potential. This style is advantageous because management is able to focus on developing strategies instead of squandering time micromanaging employees. As a result of the management's confidence in their ability to utilize their time wisely, employees are given the freedom to perform their duties. Individual self-interest and organizational self-interest coincide when an individual feels connected. This strengthens the bond between the employee and the organization. A charismatic leadership style can increase the organization's competitive advantage. According to numerous studies conducted by Taghipour and Dejban (2013) on the relationship between organizational leadership style and performance, charismatic leadership has been shown to have a positive correlation with increased organizational performance.

Despite the advantages of charismatic leadership, it also has a negative aspect. It is essential to remember that charismatic leaders are individuals with unique characteristics. These individuals may have negative characteristics that could negatively impact the organization. A charismatic leader with poor decision-making skills may obscure the organization's vision and get away with it because his or her followers are loyal. A charismatic leader may use his influence to manipulate both the management and the staff in order to achieve his egotistical goals. The followers of a charismatic leader may disregard his or her errors out of fear of offending him or her. Strong attachment to a charismatic leader has an effect on the employee, who may overwork in order to please their leader. This is evident given

that history is replete with examples of charismatic leaders who used the devotion of the people to achieve their own selfish goals, such as Hitler's Nazi movement.

Spector (2010) referred to this as the awe-inspiring effect, in which adherents suppress their emotions to accommodate leaders. This awe-inspiring effect is so significant that an investigational study conducted by the Harvard Business Review discovered that the majority of charismatic CEOs tend to earn a higher income despite performing ordinary work. The study also revealed that the majority of charismatic leaders who advocate for change do so for their own self-interest and not in the interest of the organization or its employees. In addition, charismatic leaders are not selected based on their experience or expertise. Typically, the appointment of these leaders is motivated by personal sentiments towards them. Therefore, they fail to make objective decisions that steer the organization in the majority of instances. Being an irrational emotion, charisma is difficult to define because both the leader and the follower must agree to complete a given mission. If the charismatic leader presses the employee too far, the employee may feel betrayed and the consequences will be severe.

### **Charismatic Leadership and Intrinsic Motivation**

Motivation holds a pivotal position within the realm of organizational behavior research, as elucidated by Ryan and Deci (2020), and is rooted in psychological theory. Psychological theory posits that motivation is a psychological construct that plays a pivotal role in shaping an individual's behavior, exertion of effort, and ability to persist in the face of challenges. According to Ryan and Deci (2020), individuals are motivated to participate in specific activities through two distinct forms of motivation: intrinsic motivation and extrinsic motivation. According to Anggraeni et al. (2020) and Asbari, Purwanto, et al. (2019), Based on the tenets of the intrinsic motivation theory, the conduct of employees is influenced by their inherent desire to experience a sense of competence and exert influence over their surroundings. In contrast, extrinsic motivation is predicated upon the execution of tasks with the intention of obtaining advantages or incentives. Prior studies have established that intrinsic motivation is more efficacious and enduring than extrinsic motivation in fostering individual dedication to tasks, and it often results in enhanced performance and outcomes (Ryan & Deci, 2020).

The favorable impact of charismatic leadership on individual behavior, as viewed through the lens of psychological motivation theory, is emphasized by Conger et al. (1997) and Waldman and Yammarino (1999). The study conducted by Shao, Feng, and Wang (2016) shown that charismatic leadership has a significant impact on internal motivation. Based on the findings of the research, it can be inferred that leaders who possess charismatic qualities have a higher propensity to stimulate active participation among individuals by enhancing their inherent motivation. According to a previous study conducted by Grabo et al. (2017), it has been proposed that charismatic leadership is more inclined to elicit favorable performance outcomes through the exhibition of behaviors that activate the internal demands of followers. In contrast to the behavior of knowledge sharing leader-member relationships that aims to stimulate individual extrinsic motivation through external rewards and career advancement, a charismatic leader influences their followers through idealized influence. This is achieved by effectively communicating a clear vision and fostering a sense of belonging to the organizational goals. This sort of leadership is crucial for augmenting an individual's internal sense of joy and converting it into motivation that is rooted in the specific circumstances at hand.

### **Charismatic Leadership and Performance**

Performance and productivity are closely related concepts as they both involve the efficient and effective utilization of resources to attain desired outcomes. Nonetheless, the concept of performance within the public sector encompasses a more comprehensive scope than mere productivity. It is governed and assessed by a multitude of equally significant criteria, including effectiveness, efficiency, and equity (Kearney & Berman, 1999). According to Stankard (2002), the concept of organizational performance is not limited to the performance of particular parts or units inside the organization, but rather encompasses the outcome of all interactions that take place within the organization. According to Baum and Rowley (2005), organizational performance can be defined as the capacity of an organization to generate



employment opportunities, enhance effectiveness, efficiency, and the quality of work life, ultimately leading to the growth and sustainability of the organization.

According to Bass (1985), charismatic leadership is characterized by a set of traits that are closely linked to the positive performance of an organization. The association between followers' performance and satisfaction, as well as the perception of charismatic leaders, has been identified in previous research (Shamir et al., 1993). Additionally, a strong correlation has been observed between followers' perception of a shared and collective identity, the perception of successful group performance, and the expectations associated with it (Conger & Kanungo, 1998; Conger et al., 2000). The study conducted by House and Aditya (1997) revealed that charismatic leadership exhibited more significant positive impacts on organizational performance compared to leader support or starting structure behavior. According to the study conducted by Shamir et al. in 1993, The charismatic theory of leadership endeavors to elucidate the mechanisms through which leaders are able to persuade followers to prioritize the interests of the organization over their own personal interests. According to Trice and Beyer (1993), charisma is a phenomenon that is infrequent, intricate, challenging to control, and frequently short-lived. Consequently, it is primarily noticed inside organizations that are experiencing a crisis or are in a state of survival. In this context, leaders utilize their charismatic qualities to enhance the capabilities of their followers, resulting in a notable improvement in their performance (Yukl, 1998).

### **Charismatic Leadership and Job satisfaction**

Job satisfaction has been the subject of extensive research for decades, as it is of great interest to academics. According to Vlachos et al. (2013), job satisfaction is a positive or optimistic emotional state that results from a review of an individual's job and employment experience. In other words, job satisfaction refers to a gratifying or optimistic disposition that results from an individual's consideration of their job and their experience on the job. In other terms, it is the individual's attitude toward their job and its associated facets. According to Zehir et al. (2011), job satisfaction reflects an individual's fundamental responses that stem from their understanding of their employment. In addition, Sun, et al. (2016) identify five variables: the work itself, pay, promotion, supervision, and coworkers. Churchill, on the other hand, has established seven elements that are comparable to the aforementioned components: overall employment, colleagues, company policy, management, support, promotion, compensation, and customers.

According to some empirical evidence, charismatic leaders are viewed by their supervisors as having an optimistic business personality, which is positively correlated with the supervisors' ratings of charismatic leadership. They are correlated with the noteworthy accomplishments of the participants. According to Shastri, et al. (2010), such executives are primarily accountable for conveying direction and significance to employees. According to Belias & Koustelios (2014), charismatic and transformational leadership behaviors have a significant impact on the collective behaviors and actions of a team. Recent research has demonstrated that the strength of this positive association is highly dependent on how these conditions were conceptualized, combined, and fostered.

### **Previous studies**

According to Novitasari et al., (2021) the purpose of this study is to investigate the impact of charismatic leadership on intrinsic motivation and tacit knowledge sharing. This study also examines the essential role of intrinsic motivation as a mediator between charismatic leadership and tacit knowledge sharing. This study utilized a simple random sampling technique to collect 61 samples of employees from five Banten MSME enterprises. With the use of the program SmartPLS 3.0, the results of this study reveal that charismatic leadership has a strong direct effect on intrinsic motivation but has no direct effect on tacit knowledge sharing. This study discovered, however, that charismatic leadership has a strong indirect effect on tacit knowledge sharing via the mediation of intrinsic drive. Consequently, intrinsic motivation functions as a full mediator in this paradigm of research.

According to Ndururu (2019), The objective of this study was to determine the effect of charismatic leadership style on the performance of Cooperative Bank of Kenya employees. The research employed a

descriptive research design to examine the current state of affairs. The target population for this study consisted of 350 Cooperative Bank employees. The method of data collection utilized was questionnaires. Using the Statistical Package for the Social Sciences (SPSS) numerical variable program, the data were analyzed. Using charismatic leadership, pioneers in these organizations affect employee performance, according to the research. The pioneers provide an inspiring vision, foster growth, and align representative capabilities with the objectives and goals of the organization. The pioneers serve as models for the achievement of hierarchical objectives and aims. The leaders eliminate the possibility of conflict by making employees feel like they are a part of the arrangement and by ensuring that when conflict does arise, it will be directed toward advantageous ends. Leaders' application of individualized thought in the form of consideration for individual requirements, upskilling, mentoring, and encouraging open communication with representatives led to improved employee performance. In relation to riveting inspiration, the study hypothesizes that employee performance is, in a sense, influenced by rousing inspiration. In conclusion, it is assumed that charismatic leadership has a tremendous impact on employee performance. For Cooperative Bank of Kenya leaders to achieve high employee performance, the study recommends charismatic leadership, stirring inspiration, and individualized thought in order for employees to exceed their goals. The study suggests that the leaders of the Cooperative Bank of Kenya should consistently motivate their employees to improve their performance and enable the organization to achieve its goals and objectives.

To the study of Maher, A. (2017), Long ago, organizational behavior researchers have been interested in determining how employees' perceptions of their leaders affect their work-related thoughts and actions. This study investigates the relationship between charismatic leadership and employee psychological engagement in travel companies. The data for the research are gathered via questionnaires completed by 339 employees of travel companies. The questionnaires were developed using the Conger Kanungo model to evaluate charismatic leadership behavior and the Utrecht Work Engagement Scale (UWES) to measure psychological employee engagement. This study indicates that charismatic leadership is positively associated with psychological employee engagement ( $p < 0.05$ ). In addition, a significant predictive relationship ( $p < 0.05$ ) exists between charismatic leadership style and employee psychological engagement, with 54.9% variance. The results also indicate that managers with a high "sensitivity to member needs" (SMN) have a positive influence on the psychological engagement of their employees. In addition, the results indicate that "absorption" is the subscale most strongly associated with charismatic leadership. This study concludes with a discussion of managerial implications, recommendations, and suggestions for future research.

Shao et al., (2016) using charismatic leadership and the theory of intrinsic motivation, we developed a theoretical model to examine the impact mechanism of charismatic leadership on employees' tacit knowledge sharing intention in a temporary Enterprise Systems learning team. We conducted a survey-based field study to test the hypotheses and theoretical model. In China, 153 questionnaires were sent out to ERP users from over 20 Beidahuang Group subsidiaries, and 117 valid questionnaires were returned. The results of a structural equation modelling analysis indicate that charismatic leadership has a strong effect on psychological safety climate, which in turn has a positive effect on the intrinsic motivation and tacit knowledge sharing intention of individuals. The findings deconstruct the impact mechanism of charismatic leadership on individuals' knowledge sharing behaviors and provide guidelines for team leaders to exhibit the appropriate leadership traits in order to promote a psychologically safe environment and facilitate effective knowledge sharing of enterprise systems.

To the study of Khuong & Hoang (2015) used auditing as a case study to analyze and assess the effects of leadership styles on employee motivation as a whole. The research employed quantitative methodology with a sample size of 320 Ho Chi Minh City-based auditors. Task-oriented leadership, relation-oriented leadership, change-oriented leadership, charismatic leadership, participative leadership, ethical leadership, ethic-based contingent reward leadership, and autocratic leadership were the independent variables, and employee motivation was the dependent variable. These independent variables could account for 64.5 percent of the variance in employee motivation. This research indicated a significant relationship between leadership styles and staff retention and development. Moreover, this study revealed that charismatic leadership, relation-oriented leadership, and ethics-based contingent compensation leadership were favorably connected with employee motivation.



## Methodology

### Study Variables

Age and work experience are the independent variables in this study; on the other hand, Intrinsic Motivation, Performance and Job Satisfaction of the Employees in some Saudi organizations are the dependent variables.

### Study Design

This is a descriptive cross-sectional study was conducted to find out the Impact of Charismatic Leadership Style on Employee Intrinsic Motivation, Performance and Job Satisfaction of the Employees.

The objective of descriptive research design is to collect data that can be used to systematically describe a phenomenon, situation, or population. Specifically, it helps address the what, when, where, and how questions about the research problem, but not the why questions.

To investigate the variables of interest, the descriptive method of research may employ a variety of research techniques. It relies predominantly on quantitative data, with occasional descriptive use of qualitative data.

### Research Method

Williams et al. (2011) define the research methodology as the comprehensive steps a researcher takes to initiate a research endeavor. Consequently, a quantitative analysis approach focuses on quantification and empirical variables in order to produce results. In order to answer queries such as who, how much, when, where, how many, and how, it involves the utilization and analysis of numerical data through the application of various statistical techniques. Apuke (2017) elaborates on this notion by defining methods of quantitative analysis as the process of describing a problem or phenomenon by accumulating numerical data and analyzing it using statistical methods, specifically statistics.

Mohajan (2020) states, "Quantitative research employs investigation strategies such as experiments and surveys, and collects data using predetermined statistical data producing tools." After gaining a general comprehension of quantitative research, it is essential to compare quantitative and qualitative research.

This study's goals and objectives necessitated the researcher to employ quantitative methodology, as does the nature of the thesis. The quantitative method employs sampling techniques to collect information from current and prospective consumers and to distribute online surveys, online polls, questionnaires, etc., whose results can be expressed numerically.

### Limitations of the study

The study focused on finding the impact of Charismatic Leadership Style on Intrinsic Motivation, Performance and Job Satisfaction of the Employees from the period of 2022 to 2023 in King Fahad Medical City in KSA particularly in Riyadh city.

### Data Collection

Data collection is the process of gathering and assessing information on variables of interest in a defined and systematic manner, which enables one to answer specific research questions, test hypotheses, and analyze outcomes (Gliner, Morgan & Leech, 2016). The research aspect of data collection is prevalent in all academic disciplines, including the physical and social sciences, the humanities, business, etc. Although procedures vary per field, the emphasis remains on guaranteeing exact and honest selection. The objective of all data collecting is to collect high-quality information that can be converted into a thorough data analysis and used to generate convincing and trustworthy answers to posed questions.

### **Secondary Data**

The utilization of secondary data allows researchers to enhance their understanding of the research topic and contribute to the existing body of knowledge on the subject matter. Furthermore, it provides a robust basis for furthering the investigation and aids in discerning pertinent study methodologies. The utilization of secondary data can enhance the understanding and analysis of main data (Hair, Page & Brunsveld, 2019). In this context, the study is undertaken by a detailed review of pertinent scholarly literature.

The collection of information will be implemented from several secondary resources such as published books and articles.

### **Primary Data**

Pandey and Pandey (2021) define primary information as data that is collected firsthand by the researcher pertaining to the subject of study. The authors contend that the collection of primary data is warranted when the available secondary data are inadequate in addressing the research questions at hand. Primary data collection might involve the utilization of several techniques, including surveys, remarks, and interviews (Al Kilani & Kobziev, 2016). The understanding of primary data collection methods is essential in both quantitative and qualitative research approaches. However, the selection of a specific method is contingent upon the research objectives, resource availability, and the expertise of the researchers.

The questionnaire will be chosen because it will allow for a greater number of potential respondents, eliminate any personal bias that may arise during the questionnaire, and equal opportunities to answer the questions under similar conditions.

### **Population and Sample Size**

The study's population of interest comprises individuals, groups, organizations, or other entities to whom the findings can be extrapolated or applied (Asiamah, Mensah & Oteng-Abayie, 2017). Furthermore, the primary emphasis of the examination is in the study's target population. Furthermore, demographics play a crucial role in delineating the parameters of a research study, as they provide the reader with pertinent environmental and contextual indicators. These limits impose inherent boundaries on the research, enabling the researcher to uphold the requisite level of focus and precluding the generalization of findings to all circumstances. By establishing boundaries, the researcher can effectively delineate subpopulations, including the target population and sample, and ensure congruence between these groups within the research framework.

The study included 100 employees from some organizations in KSA.

### **Sampling**

Sampling is the systematic process through which a statistically representative subset of a specific target population is chosen. Sampling is an essential technique employed by researchers due to the typically large size of the population of interest, which makes it impractical to include all individuals in a study simultaneously. According to Lakens (2022), in order to effectively investigate research problems, it is crucial for samples to be both statistically representative of their broader populations and sufficiently substantial in size.

The participants in this study has been chosen through simple random sampling to form the study's sample.

### **Data Analysis**

As stated by Marshall and Rossman (2014), the term "data analysis" refers to the systematic process of deriving significance from data through the identification of patterns and the drawing of inferences. The process is characterized by creativity and excitement, but has also been characterized as messy, ambiguous, and time-consuming. Data science, in its most expansive sense, encompasses the systematic undertaking of interpreting, analyzing, and conceptualizing data with the aim of deriving findings pertaining to the interconnections across diverse data categories. However, it should be noted that this process is not linear. The process of data analysis requires the application of logical reasoning.

In this study, the data from the questionnaire will be analyzed by statistical analysis carried out with the SPSS program.

## Data analysis and results:

### Introduction:

This study's major goal is to look into the Impact of Charismatic Leadership Style on Intrinsic Motivation, Performance and Job Satisfaction of the Employees. In order to attain this goal, an online survey (questionnaire) google form was employed to collect both quantitative and qualitative data. Random Sampling method is used to evaluate the responses of 100 respondents. This method of sampling is chosen because each person has the same opportunity to be included in the survey. This chapter deals with presentation, analysis and interpretation of the data which has been obtained through questionnaire.

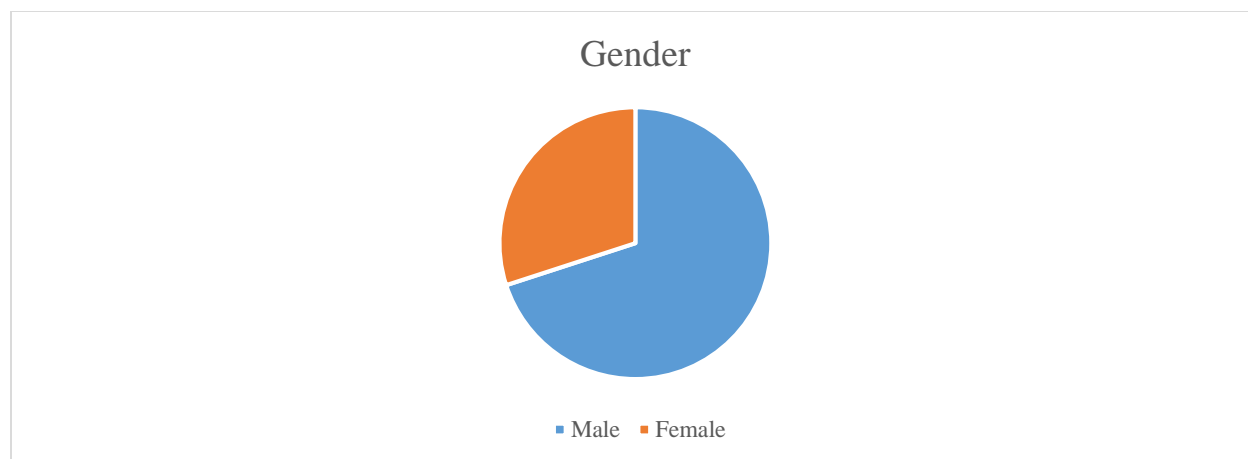
## Demographic Questions

### 4.1.1. Gender

It is clear from the following table on the distribution of the study sample by gender that the proportion of males is 70%, and females 30%.

*Table 1: Gender*

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	70	70.0	70.0	70.0
	Female	30	30.0	30.0	100.0
	Total	100	100.0	100.0	



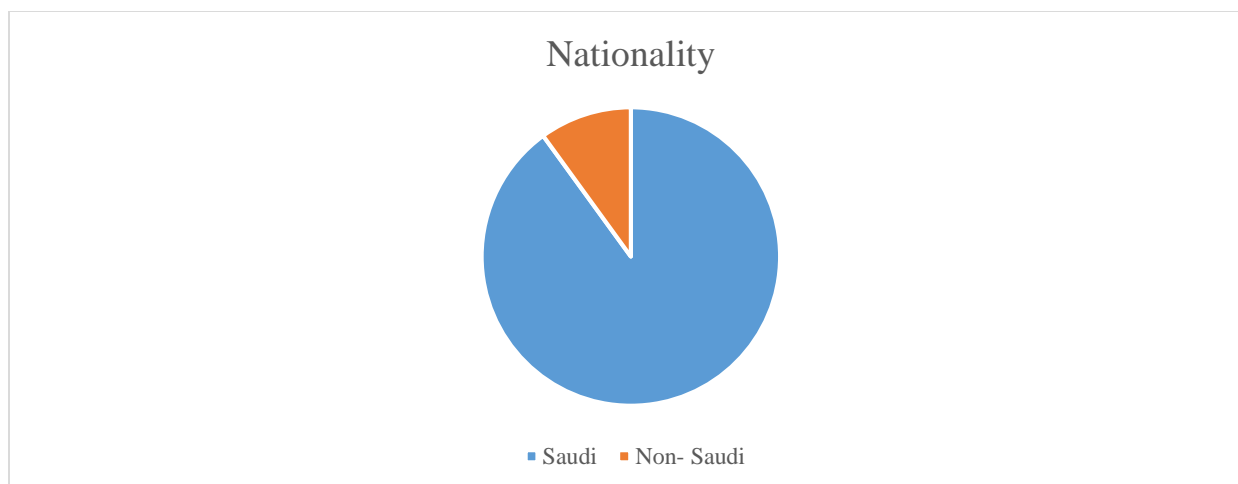
*Figure 1* Gender

#### 4.1.2. Nationality

It is clear from the following table on the distribution of the study sample by Nationality that the proportion of Saudi is 90%, and non-Saudi 10%.

*Table 2: Nationality*

Nationality					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Saudi	90	90.0	90.0	90.0
	Non- Saudi	10	10.0	10.0	100.0
	Total	100	100.0	100.0	



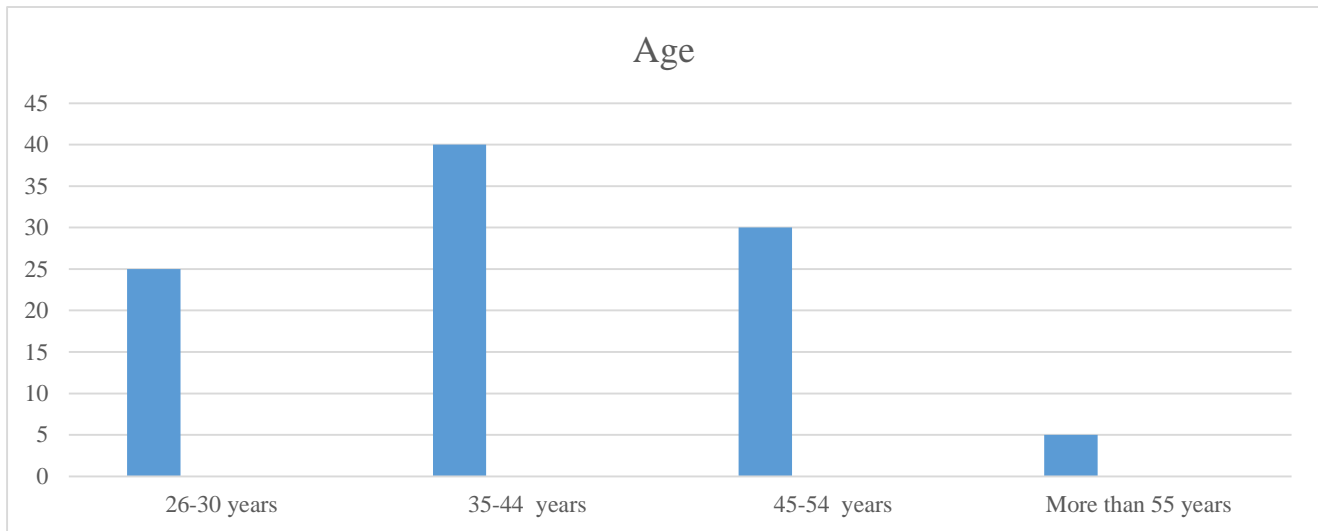
**Figure 2 Nationality**

#### 4.1.3. Age

It is evident from the following table regarding the distribution of the study sample according to age, that the highest percentage is (35-44 years) with 40%, followed by (45-54 years) with a percentage of 30%, (26-30 years) with a percentage of 25%, (More than 55 years) with a percentage of 5%.

**Table 3: Age**

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26-30 years	25	25	25	25
	35-44 years	40	40	40	40
	45-54 years	30	30	30	30
	More than 55 years	5	5	5	100
	Total	100	100.0	100.0	



**Figure 3 Age**

### Working experience

It is evident from the following table regarding the distribution of the study sample according to Working status, that the highest percentage is (6-10 years) with 40%, followed by (More than 10 years) with a percentage of 35%, (Less than 1 year) with a percentage of 13% and (1-5 years) with a percentage of 12%.

**Table 4: Working experience**

Working experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 years	10	10	10	10
	6-10 years	40	40	40	40
	More than 10 years	50	50	50	100
	Total	100	100.0	100.0	

**Figure 4 Working experience**

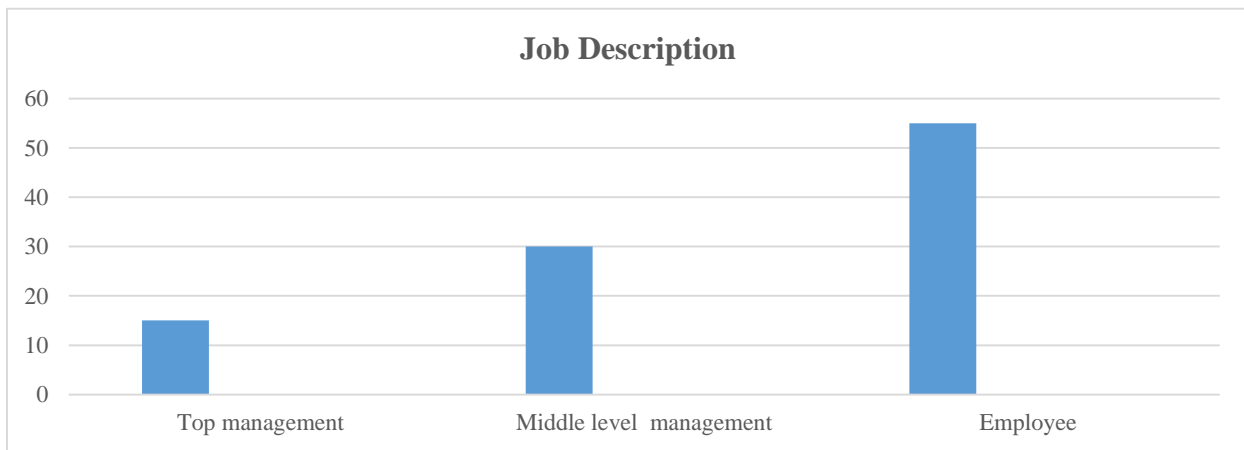
#### 4.1.1. Job Description

The table shows Job Description, where the majority percentage was Employee at 55%, followed by Middle Level Management at 30%, Top Management at 15%.

## 5. Job Description



		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top Management	15	15.0	15.0	15.0
	Middle Level Management	30	30.0	30.0	30.0
	Employee	55	55.0	55.0	100.0
	Total	100	100.0	100.0	



### The impact of Charismatic Leadership Style on Intrinsic Motivation of the Employees:

- ✓ Statement “Leaders in our organization promote open communication, respect diverse perspectives, and foster a sense of camaraderie among employees.” came in the first place with an arithmetic mean of 4.22 and a standard deviation of .675. Therefore, the direction of the responses of the study sample is Agree.
- ✓ Statement “Leaders in our organization provide opportunities for employees to tackle meaningful projects, engage in creative problem-solving, and stretch their skills”. came in the second order, with a mean of 4.21 and a standard deviation of .832. Therefore, the direction of the responses of the study sample is Agree.
- ✓ Statement “Leaders in our organization provide regular feedback, praise, and recognition for individual and team accomplishments.” came in the third order, with an arithmetic mean of 4.15 and a standard deviation of .687. Therefore, the direction of the responses of the study sample is Agree.
- ✓ Statement “Leaders in our organization trust their employees' capabilities and provide them with the freedom to explore innovative ideas, make choices, and take ownership of their work“, in the fourth rank came with an arithmetic mean of 3.89 and a standard deviation of .751. Therefore, the direction of the responses of the study sample is neutral.
- ✓ Statement “Leaders in our organization emphasize the significance of employees' contributions and help them understand how their efforts align with the organization's goals, fostering a sense of intrinsic motivation rooted in purpose and meaning.” came in the fifth order, and its arithmetic mean was 3.87 and a standard deviation was .812. Therefore, the direction of the responses of the study sample is neutral.

Table 5 Descriptive Statistics

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	p-value
Leaders in our organization emphasize the significance of employees' contributions and help them understand how their efforts align with the organization's goals, fostering a sense of intrinsic motivation rooted in purpose and meaning.	100	3	5	3.87	.812	0.001
leaders in our organization provide regular feedback, praise, and recognition for individual and team accomplishments.	100	3	5	4.15	.687	0.001
Leaders in our organization provide opportunities for employees to tackle meaningful projects, engage in creative problem-solving, and stretch their skills.	100	2	5	4.21	.832	0.320
Leaders in our organization trust their employees' capabilities and provide them with the freedom to explore innovative ideas, make choices, and take ownership of their work.	100	3	5	3.89	.751	0.121
Leaders in our organization promote open communication, respect diverse perspectives, and foster a sense of camaraderie among employees.	100	3	5	4.22	.675	0.603
<b>The impact of Charismatic Leadership Style on Intrinsic Motivation of the Employees</b>	100	3.00	4.60	4.0680	.36979	
Valid N (listwise)	100					

Table 6 Frequency &amp; Percent of Knowledge of the health care professionals regarding management of BMW

S	Strongly disagree	not agree	Neutral	Agree	Strongly Agree

	F	%	F	%	F	%	F	%	F	%
Leaders in our organization emphasize the significance of employees' contributions and help them understand how their efforts align with the organization's goals, fostering a sense of intrinsic motivation rooted in purpose and meaning.	-	-	-	-	40	40 %	33	33 %	27	27%
Leaders in our organization provide regular feedback, praise, and recognition for individual and team accomplishments.	-	-	-	-	17	17 %	51	51 %	32	32%
Leaders in our organization provide opportunities for employees to tackle meaningful projects, engage in creative problem-solving, and stretch their skills.	-	-	2	2%	20	20 %	33	33 %	45	45%
Leaders in our organization trust their employees' capabilities and provide them with the freedom to explore innovative ideas, make choices, and take ownership of their work.	-	-	-	-	34	34 %	43	43 %	23	23%
Leaders in our organization promote open communication, respect diverse perspectives, and foster a sense of camaraderie among employees.	-	-	-	-	14	14 %	50	50 %	36	36%

### The Impact of Charismatic Leadership Style on Performance of the Employees

- ✓ Statement "Leaders in our organization serve as guides to help employees achieve the organization's objectives" came in the first place with an arithmetic mean of 4.21 and a standard deviation of .902. Therefore, the direction of the responses of the study sample is Agree.
- ✓ Statement "Leaders in our organization promote group cohesiveness through collaborative practices" came in the second order, with a mean of 4.13 and a standard deviation of .884. Therefore, the direction of the responses of the study sample is Agree.
- ✓ Statement "Our organizations' leaders respect the dedication of our representatives" came in the third order, with an arithmetic mean of 4.13 and a standard deviation of .812. Therefore, the direction of the responses of the study sample is Agree.
- ✓ Statement "Our organization's leaders encourage employees to grow and learn from them" in the fourth rank came with an arithmetic mean of 4.09 and a standard deviation of .818. Therefore, the direction of the responses of the study sample is neutral.
- ✓ Statement "Leaders in our organization equip employees with the skills necessary to fulfill the organization's obligations through training." came in the fifth order, and its arithmetic mean was 4.00 and a standard deviation was .888. Therefore, the direction of the responses of the study sample is neutral.

**Table 7 Descriptive Statistics of Attitude of the health care professionals regarding management of BMW**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Leaders in our organization serve as guides to help employees achieve the organization's objectives.	100	2	5	4.21	.902
Leaders in our organization equip employees with the skills necessary to fulfill the organization's obligations through training.	100	1	5	4.00	.888
Our organization's leaders encourage employees to grow and learn from them.	100	3	5	4.09	.818
Our organizations' leaders respect the dedication of our representatives	100	3	5	4.13	.812
Leaders in our organization promote group cohesiveness through collaborative practices	100	2	5	4.13	.884
<b>The Impact of Charismatic Leadership Style on Performance of the Employees</b>	100	3.00	5.00	4.1120	.48017
<b>Valid N (listwise)</b>	100				

**Table 8 Frequency & Percent of Attitude of the health care professionals regarding management of BMW**

S	Strongly disagree		not agree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%

Leaders in our organization serve as guides to help employees achieve the organization's objectives	-	-	3	3 %	23	23 %	24	24%	50	50 %
Leaders in our organization equip employees with the skills necessary to fulfill the organization's obligations through training.	2	2%	2	2 %	21	21 %	44	44%	31	31 %
Our organization's leaders encourage employees to grow and learn from them	-	-	-	-	29	29 %	33	33%	38	38 %
Our organizations' leaders respect the dedication of our representatives.	-	-	-	-	27	27 %	33	33%	40	40 %
Leaders in our organization promote group cohesiveness through collaborative practices.	-	-	3	3 %	24	24 %	30	30%	43	43 %

### The Impact of Charismatic Leadership Style on Job Satisfaction of the Employees

- ✓ Statement “leaders in our organization demonstrate high ethical standards, fairness, and transparency in their decision-making processes” came in the first place with an arithmetic mean of 4.24 and a standard deviation of .712. Therefore, the direction of the responses of the study sample is Agree.
- ✓ Statement “Implementing the proper procedure for collecting sharps and needles” came in the second place with an arithmetic mean of 4.12 and a standard deviation of .844. Therefore, the direction of the responses of the study sample is Agree.
- ✓ Statement “Leaders in our organization articulate a clear and inspiring vision for the future, assisting employees in understanding how their work contributes to the organization's overall objectives and nurturing a sense of purpose and meaning in their work “, came in the third order, with a mean of 4.09 and a standard deviation of .911. Therefore, the direction of the responses of the study sample is Agree.
- ✓ Statement “Our organization's leaders consistently look out for the welfare of representatives” came in the fourth order, with an arithmetic mean of 4.07 and a standard deviation of .820. Therefore, the direction of the responses of the study sample is Agree.
- ✓ Statement “leaders in our organization create a positive and supportive work environment where employees feel comfortable sharing their ideas, concerns, and feedback “ in the fifth rank came with an arithmetic mean of 3.95 and a standard deviation of .880. Therefore, the direction of the responses of the study sample is neutral.

**Table 9 Descriptive Statistics of Practices of the health care professionals regarding management of BMW**

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	p-value
Leaders in our organization articulate a clear and inspiring vision for the future, assisting employees in	100	2	5	4.09	.911	

understanding how their work contributes to the organization's overall objectives and nurturing a sense of purpose and meaning in their work.						
leaders in our organization create a positive and supportive work environment where employees feel comfortable sharing their ideas, concerns, and feedback	100	2	5	3.95	.880	0.292
Our organization's leaders consistently look out for the welfare of representatives	100	2	5	4.07	.820	0.035
Implementing the proper procedure for collecting sharps and needles	100	3	5	4.12	.844	0.009
leaders in our organization demonstrate high ethical standards, fairness, and transparency in their decision-making processes	100	3	5	4.24	.712	-
<b>The Impact of Charismatic Leadership Style on Job Satisfaction of the Employees</b>	100	2.50	5.00	4.0575	.51720	
Valid N (listwise)	100					

**Table 10 Frequency & Percent of Practices of the health care professionals regarding management of BMW**

S	Strongly disagree		not agree		Neutral		Agree		Strongly Agree	
	F	%	F	%	F	%	F	%	F	%
Leaders in our organization articulate a clear and inspiring vision for the future, assisting employees in understanding how their work contributes to the organization's overall objectives and nurturing a sense of purpose and meaning in their work.	-	-	5	5%	22	22%	32	32%	41	41%
leaders in our organization create a positive and supportive work environment where employees feel comfortable sharing their ideas, concerns, and feedback	-	-	2	2%	35	35%	29	29%	34	34%



Our organization's leaders consistently look out for the welfare of representatives	-	-	2	2%	24	24 %	39	39%	35	35 %
leaders in our organization demonstrate high ethical standards, fairness, and transparency in their decision-making processes.	-	-	-	-	30	30 %	28	28%	42	42 %
leaders in our organization provide support and resources for professional growth and development, offering training programs, mentoring opportunities, and career advancement paths.	-	-	-	-	16	16 %	44	44%	40	40 %

### Hypotheses Development:

1. There is a statistically significant relationship between the impact of a charismatic leadership style and intrinsic motivation, performance of the employees.

It is clear from the table that is a positive, a statistically significant relationship between the impact of a charismatic leadership style and intrinsic motivation, performance of the employees, where the significance ratio was less than 0.05, which shows charismatic leadership helps to encourage intrinsic motivation and performance of the employees in KSA organizations

**Table 11 t - test**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.371 <sup>a</sup>	.137	.129	.42902
a. Predictors: (Constant), charismatic leadership style				
b. Dependent Variable: intrinsic motivation and performance regarding employees.				

ANOVAa						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.872	1	2.872	15.606	.000b
	Residual	18.038	98	.184		
	Total	20.910	99			
a. Dependent Variable: intrinsic motivation and performance regarding employees						

b. Predictors: (Constant), charismatic leadership style

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.513	.386		6.503	.000
	Organization Performance	.364	.092	.371	3.950	.000

a. Dependent Variable: charismatic leadership style

**2. There is a statistically significant relationship between the impact of a charismatic leadership style and job satisfaction levels of the employees.**

It is clear from the table that there is a positive, statistically significant relationship between the impact of a charismatic leadership style and job satisfaction levels of the employees, where the significance ratio was less than 0.05, which shows that charismatic leadership helps to increase job satisfaction levels of the employees in KSA organizations.

**Table 12 Chi-Square Tests**

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	113.437 <sup>a</sup>	40	.000
Likelihood Ratio	102.925	40	.000
Linear-by-Linear Association	5.253	1	.022
N of Valid Cases	100		

a. 50 cells (92.6%) have expected count less than 5. The minimum expected count is .12.

**Conclusion:**

The results of the study indicate that leaders who possess charismatic qualities are able to cultivate a sense of purpose and significance among their employees by means of their compelling and forward-

thinking communication. Consequently, this fosters an increase in the employees' intrinsic motivation. Through the establishment of a strong connection between employees and an inspiring organizational vision, charismatic leaders facilitate a sense of ownership and accountability. This, in turn, cultivates intrinsic motivation that is deeply anchored in personal development and the attainment of goals. Additionally, the research provides evidence that charismatic leaders have a beneficial influence on the performance of employees. Charismatic leaders foster an atmosphere conducive to elevated levels of employee engagement, creativity, and productivity by employing strategies such as establishing trust and rapport, delivering unambiguous criticism, acknowledging and commemorating accomplishments, and fostering cooperation. Consequently, this phenomenon results in enhanced overall performance levels throughout the organization. Furthermore, the research emphasizes the pivotal significance of charismatic leadership in augmenting employee job happiness. Charismatic leaders foster a conducive work environment that is marked by trust, support, and adherence to ethical principles. Charismatic leaders enhance employee job happiness by cultivating a sense of belonging, facilitating growth and development opportunities, and recognizing and appreciating employee efforts. In summary, this study highlights the substantial influence of charismatic leadership style on the intrinsic motivation, performance, and job satisfaction of employees. Organizations that foster and promote charismatic leadership characteristics can harness these favorable consequences to establish a workforce that is driven, high-performing, and content. The recognition of the significance of charismatic leadership can provide organizations with valuable insights into the implementation of effective leadership strategies aimed at improving employee well-being and achieving organizational success.

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### Appendices:

#### 1. Gender

- Male  
 Female

#### 2. Nationality

- Saudi  
 Non- Saudi

#### 3. Age

- 26-30 years  
 35-44 years  
 45-54 years  
 More than 55 years

#### 4. Job description

- Top management  
 Middle level management  
 Employee

#### 5. Working experience

- 1-5 years  
 6-10 years  
 More than 10 years

### Questionnaire:

1 = Strongly Disagree	2 = Disagree	3 = Neutral	4 = Agree	5 = Strongly Agree
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NO	Items	The impact of Charismatic Leadership Style on Intrinsic Motivation of the Employees				
		1	2	3	4	5
1	Leaders in our organization emphasize the significance of employees' contributions and help them understand how their efforts align with the organization's goals, fostering a sense of intrinsic motivation rooted in purpose and meaning.					



2	leaders in our organization provide regular feedback, praise, and recognition for individual and team accomplishments.					
3	leaders in our organization provide opportunities for employees to tackle meaningful projects, engage in creative problem-solving, and stretch their skills.					
4	leaders in our organization trust their employees' capabilities and provide them with the freedom to explore innovative ideas, make choices, and take ownership of their work.					
5	leaders in our organization promote open communication, respect diverse perspectives, and foster a sense of camaraderie among employees.					

NO .	Items	The Impact of Charismatic Leadership Style on Performance of the Employees				
		1	2	3	4	5
1	Leaders in our organization serve as guides to help employees achieve the organization's objectives.					
2	Leaders in our organization equip employees with the skills necessary to fulfill the organization's obligations through training.					
3	Our organization's leaders encourage employees to grow and learn from them.					
4	Our organizations' leaders respect the dedication of our representatives.					
5	Leaders in our organization promote group cohesiveness through collaborative practices.					

NO .	Items	The Impact of Charismatic Leadership Style on Job Satisfaction of the Employees				
		1	2	3	4	5
1	Leaders in our organization articulate a clear and inspiring vision for the future, assisting employees in understanding how their work					

	contributes to the organization's overall objectives and nurturing a sense of purpose and meaning in their work.					
2	leaders in our organization create a positive and supportive work environment where employees feel comfortable sharing their ideas, concerns, and feedback.					
3	Our organization's leaders consistently look out for the welfare of representatives.					
4	leaders in our organization demonstrate high ethical standards, fairness, and transparency in their decision-making processes.					
5	leaders in our organization provide support and resources for professional growth and development, offering training programs, mentoring opportunities, and career advancement paths.					

### ملخص الدراسة:

الهدف الأساسي من هذه الدراسة هو تقييم تأثير أسلوب القيادة الكاريزمية على الدافع الجوهرى للموظف والأداء والرضا الوظيفي. تم جمع بيانات الدراسة من خلال إدارة استبيان تم استكماله من قبل عينة قوامها 100 شخص يعملون في شركات تقع في المملكة العربية السعودية. تظهر نتائج هذه الدراسة وجود علاقة إيجابية ذات دلالة إحصائية بين القيادة الكاريزمية والدافع الجوهرى، وكذلك أداء الموظفين. يشير مستوى الدلالة الإحصائية ( $p < 0.05$ ) إلى أنه من غير المحتمل أن تحدث النتائج المرصودة بالصدفة وحدها. بالإضافة إلى ذلك، لوحظ وجود علاقة إيجابية ذات دلالة إحصائية ( $p < 0.05$ ) بين أسلوب القيادة الكاريزمية ومستويات الرضا الوظيفي بين الموظفين. توضح النتائج أيضًا أن الاعتراف بأهمية القيادة الكاريزمية يمكن أن يقدم للمنظمات رؤى مهمة في تنفيذ تقنيات القيادة الفعالة التي تعزز رفاهية الموظفين وتعزز نجاح الشركة.