

# RELATIONSHIP OF CHARISMATIC LEADERSHIP, LEADERSHIP EFFECTIVENESS AND TEAM PERFORMANCE IN EMPLOYEES OF A MICROFINANCE BANK OF LAHORE

<sup>1</sup> Abdul Khaliq Alvi , <sup>2</sup> Rana Nauman Arshad <sup>3</sup> Samyia Syed

<sup>1</sup>Department of Business Management Lahore Garrison University,  
e-mail: [khaliqalvi@gmail.com](mailto:khaliqalvi@gmail.com) Mobile: +923334287808

<sup>2</sup> Department of Business Management Lahore Garrison University,  
e-mail: [rananomi399@gmail.com](mailto:rananomi399@gmail.com) Mobile: +923328885731

<sup>3</sup> Department of Business Management Lahore Garrison University,  
e-mail: [samyiasyed786@gmail.com](mailto:samyiasyed786@gmail.com) Mobile: +923074771919

**ABSTRACT:** The main objective of this research is to evaluate the relationship among charismatic leadership, leadership effectiveness and team performance. Current research has presented three hypotheses. For conducting this research data was collected randomly from the 80 employees of newly established microfinance bank APNA Bank. Results of this research have proved that all proposed three hypotheses are accepted. The results of the propose research have proved that charismatic leadership and leadership effectiveness are good predictors of team performance. Current research is also proposed the two dimensional hypothesis between charismatic leadership and leadership effectiveness. Results show that both are good predictors of each other's. But charismatic leadership is good predictor of leadership effectiveness. For two way relationship of leadership effectiveness and team performance, leadership effectiveness is good predictor of team performance. In future researches, more studies will be done on other sectors like textile sector, pharmaceutical sectors etc. In future researches, other variable like cohesiveness and customer satisfaction etc will be included along with other variables.

**Keywords:** charismatic leadership, leadership effectiveness, team performance, APNA Bank, Lahore Pakistan

## 1: INTRODUCTION

The current study is designed to check the relationship among charismatic leadership, leadership effectiveness and team performance. This research considers the team performance as the dependent variable, whereas charismatic leadership and leadership effectiveness are considered as independent variables. One variable of current research is charismatic leadership. According to researchers [1] the term of charisma was firstly used in sociological works of Max Weber [2]. Researcher [3] utilizes the word charisma to describe the noteworthy effect of leaders on their subordinates. He further explained in the following words "A certain quality of an individual personality by virtue of which he/she is set apart from ordinary men/women and treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities." Another variable of the current study is leadership effectiveness. *Leadership effectiveness* has been characterized as how well leader capacities [4] and we view the leadership of somebody as effective when a leader is caring about the interest of his/her subordinates and the organization. Effective leaders are identified with leadership effectiveness, conceivably through the component of emotional contagion [5]. Though, affective leadership has always influenced on the emotions of their followers [6,7]. A latest review shows that leader effectiveness results in other elements that are identified with leader influence and these elements will enhance the leadership effectiveness [8]. The variable of interest in this research is team performance. Team Performance is defined as "Combined efforts, or the actions of a group, to achieve a common purpose or goal. It is noted that many important financial choices are made by the teams rather than individuals, experimental economics has not too long ago witnessed a surge of curiosity in team decision making. An economist has done lot of work for enlarging the present literature of psychology, researchers suggested that decisions of teams would make rational [9, 10,

11, 12] and more self-participation [13, 14]. Team participation in most environmental changes is imparting exceptional roles and completing distinctive duties. All members of teams are not uniformly enabling for all tasks, so getting the correct member for assigning the task is the most important key for team success. Teams mix the efforts of many persons to provide synergistic effects. This specified approach, although not thoroughly understood [15], has led the organization to focus on team efforts for change and innovation. Researchers [16] described that big corporations in the USA like Hewlett-Packard, Corning, DuPont, General Motors, Eastman Kodak, Chrysler, Xerox and Boeing are using the concept of teamwork in their organizational work. These main organizations provide encouragement for other corporations to follow and outcomes with the help of top level of team work and ongoing curiosity [17]. We conclude that team performance is very critical issue for the organizations of the modern age. That is why, team performance is also the important consideration of organizations of developing countries like Pakistan. The entire research is designed to give the answer of the question that how we can improve the level of team performance with the help of charismatic leadership and leadership effectiveness.

## 2: LITERATURE REVIEW

### Charismatic Leadership

According to researchers [1] the term of charisma was firstly used in sociological works of Max Weber [2]. Researcher [3] utilizes the word charisma to describe the noteworthy effect of leaders on their subordinates. He further explained in the following words "A certain quality of an individual personality by virtue of which he/she is set apart from ordinary men/women and treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities." He examine charisma as a developing social structure of systematic change and fanatic idea for

overcoming the problems [18,3] also said followers were perceived that leaders are great blessing for them[1]. The recent research with reference to charismatic leadership, though, is a keystone in psychological ideas[19] and focused on leader characteristics [20] and behaviors exercise to influence followers by attractive to their self-concepts [1]. Besides, keystone prior hard work of [21,22], it is concluded that followers' self-concept in a charismatic leadership is likely as conclusive aspect in relation to the shape of that affiliation and "may be central to understanding the charismatic leadership process" [21] While at period accessible as a feeble idea [23] charismatic leadership has become one of the foremost idea of leadership idea [24]. There are several productive outcomes which are directly connected with charismatic leadership [25] although researchers have also recognized the potential negative outcomes of this concept [26]. One factor we do understand, in any case, is that there can be disparity over the span of alluring impact, as [27]"recognized associated from customized pioneers" [28]. The thought that alluring administration is discernable in customized and mingled shapes [23,27] is not new. This general concept can be followed back to the works of early researchers [29].

### Charismatic leadership

Charismatic leadership turned into a point of awesome enthusiasm after a renewal of the experimental field of leadership in the late 1980's and mid 1990's which incorporated an expansion of productions and the elaboration of initiative definition [30] researchers have made a model for explaining the charismatic idea of leadership in 1987. This model was later affirmed by a factorial investigation with unequivocally persuading results [31]. As indicated by their discoveries, charismatic leadership can be characterized by particular practices that happen in three progressive stages. In the primary phase of surveying the earth, charismatic leader sees the necessities of the subordinates and communicates their disappointment with the present state of affairs. The second stage is when charismatic leader figure a dream and convey this vision adequately to their adherents. Usage of the vision happens in the third stage, which requires that charismatic leader carry on in an unsafe and unusual approach to get the dedication of the subordinates, for example, energetically presenting themselves to circumstances with dubious results and taking risks [32]. Charismatic leader can be perceived from a few other authority styles. Presumably the most of the researchers were talked about charismatic leader and value-based leader. While attractive administration is described by adding intending to make the representatives to invest considerably more exertion [33]. An administration style that is firmly identified with appealing authority is transformational initiative. Analysts don't concur whether these are particular authority styles or one idea [34]. They are seen distinctively by various writers, as two particular ideas [34].

### Leadership Effectiveness

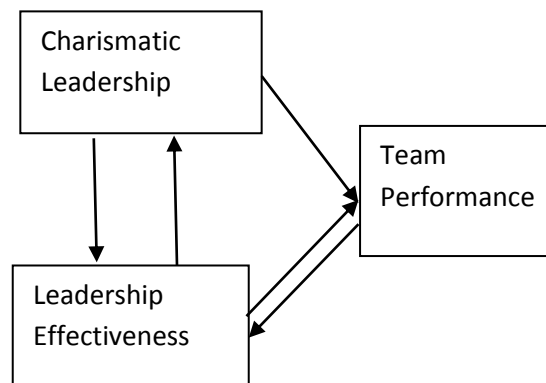
Leadership effectiveness has been characterized as how well leader capacities [35] and we view the leadership of somebody as effective when a leader is caring about interest of his/her subordinates and the organization. Following this

definition, case of successful initiative are creating benefit for the association, persuading devotees, enhancing, performance ,increasing adherents prosperity, and keeping up a decent reputation of the organization. Effective leaders are identified with leadership effectiveness, conceivably through the component of emotional contagion [5]. Though, affective leadership has always influenced on the emotions of their followers [6,7]. A latest review shows that leader effectiveness results in other elements that are identified with leader influence and these elements will enhance the leadership effectiveness [8].

### Team performance

Team Performance is defined as "Combined efforts, or the actions of a group, to achieve a common purpose or goal" [50]. The enthusiasm for team performance picked up energy in the 1980s with the work of [36] about team performance. [36, 37, 38, 39, 40, 41, 42] concentrated on components of team and how these influenced team execution. These studies proposed that team execution was depending on number and kind of colleagues of the teams. For effectiveness and quality of teams, teams must vary from 15 [40] to 4 members [41]. The component of team performance is measuring the "viability" of team [43, 44, 45, 46, 47, 48] were involved with high performing team and their target were to estimation of their effectiveness. Researchers [49] relayed on the presence of various models of team performance and believed on the following variables: identity, bunch size, work standards, status connections, team structure and so forth.

### HYPOTHESIZED RESEARCH MODEL



### HYPOTHESIS

Charismatic leadership has positive impact on team performance [51] on the basis of this fact current study has purposed the following hypothesis

H1: Charismatic leadership has positive impact on team performances

From the best of researcher knowledge no precious studies had propose the relationship of charismatic leadership, leadership effectiveness and team performance on the basis of this fact we purpose the following hypothesis

H2: Charismatic leadership and leadership effectiveness has two way relationship with each other

H3: team performance and leadership effectiveness has two way relationships with each other

## RESULT AND DISCUSSION

### Instrument

Total questionnaire of the study was consisting of statements. Team performance was measured with the help of 4 items which was adopted from the researchers [51]. Leadership effectiveness is measured with the help of 5 items which was adopted from researchers [52]. Charismatic leadership was measured with the help of 6 items and this scale was adopted from [53, 54]. All the statements are measured on five point Likert scale.

### Reliability analysis

In reliability analysis, we examine the value cronbach's Alpha. Data is reliable if value of cronbach's alpha is greater than 0.50.

**Table No1:Reliability Statistics**

Cronbach's Alpha	N of Items
.685	3

The value of cronbach's alpha of all instruments is 0.685. This shows that data is more reliable.

### Correlation Analysis

Table No: 2 shows the result of correlation analysis. All the variables have positive correlation with each other's. The coefficient of correlation between charismatic leadership and leadership effectiveness is 0.413. This means that both have a strong correlation between each other's. The coefficient of correlation between team performance and leadership effectiveness is 0.407. This means that both have a strong correlation between each other's. The coefficient of correlation between team performance and charismatic leadership is 0.262. This means that both have a strong correlation between each other's.

**Table No: 2 Correlation Analysis**

	Leadership Effectiveness	CL	TP
Leadership Effectiveness	1		
CL	.413**	1	
TP	.407**	.262**	1

\*. Correlation is significant at the 0.01 level (2-tailed).

### Regression Analysis

**Table No: 3.1 (H1) Regression Analysis Charismatic leadership relationship with team performance**

	B	T	p
(Constant)	2.981	10.589	0.000
CL	0.25	2.781	0.08
R Square	0.69		
F	7.836		0.000
Durbin-Watson	2.368		

Dependent Variable: Team performance

\*\*\*Significant at the 0.01 level.

\*\*Significant at the 0.05 level.

\* Significant at the 0.10 level.

Table No 3.1 shows the regression analysis for the relationship of charismatic leadership relationship with team performance. For the relationship of charismatic leadership with team performance, the value of  $p=0.000$  i.e.  $< 0.01$  and value of  $\beta = 0.25$ . This shows that charismatic leadership has a significant positive effect on team performance. It also

reflects that one unit change in charismatic leadership can cause 25% change in team performance. Value of R Square is 0.69.

Value of Durbin Watson is 2.368, which is within the stated range of 1.5 to 2.5 which reflects that it is acceptable. Value of F is 7.836 which show that charismatic leadership has a strong association with team performance. Above table also shows the values of t which are not zero. So, on the basis of all above given values of  $\beta$ , R square, t, p, F and Durbin Watson our proposed hypothesis no (H1) is accepted.

Table No 3.2 shows the regression analysis for the relationship of charismatic leadership with leadership effectiveness. For the relationship of brand charismatic leadership with leadership effectiveness, the value of  $p=0.000$  i.e.  $< 0.01$  and value of  $\beta = 0.397$ . This shows that charismatic leadership has a significant positive effect on leadership effectiveness. It also reflects that one unit rise in charismatic leadership can cause 39.7 % change in leadership effectiveness. Value of R Square is 0.17 which shows that charismatic leadership has 17% influences on leadership effectiveness. Value of Durbin Watson is 1.882, which is within the stated range of 1.5 to 2.5 which reflects that it is acceptable. The value of F is 20.548 which shows that the brand charismatic leadership have strong association with leadership effectiveness. Above table also shows the values of t which are not zero. So on the basis of all above given values of  $\beta$ , R square, t, p, F and Durbin Watson our proposed hypothesis no (H2-A) is accepted.

**Table No: 3.3 (H2B) Leadership effectiveness relationship with charismatic leadership**

	B	T	P
(Constant)	2.064	5.951	0.000
LE	.430	4.533	0.000
R Square	0.170		
F	20.548		0.000
Durbin-Watson	1.873		

Dependent Variable: charismatic leadership

\*\*\*Significant at the 0.01 level.

\*\*Significant at the 0.05 level.

\* Significant at the 0.10 level.

Table No 3.3 shows the regression analysis for the relationship of leadership effectiveness with charismatic leadership. For the relationship of leadership effectiveness with charismatic leadership, the value of  $p=0.000$  i.e.  $< 0.01$  and value of  $\beta = 0.430$ . This shows that leadership effectiveness has significant positive effect on charismatic leadership. It also reflects that one unit rise in leadership effectiveness can cause 43% change in respectively. Charismatic leadership value of R Square is 0.17 which shows that leadership effectiveness has 17% influences on charismatic leadership. Value of Durbin Watson is 1.873, which is within the stated range of 1.5 to 2.5 which reflects that it is acceptable. Value of F is 20.548 which shows that brand leadership effectiveness have strong association with charismatic leadership. Above table also shows the values of t which are not zero. So on the basis of all above given values of  $\beta$ , R square, t, p, F and Durbin Watson our proposed hypothesis no (H2B) is accepted.

**Table No: 3.4 (H3A) Team performance relationship with leadership effectiveness**

	B	T	P
(Constant)	2.463	9.076	0.000
LE	0.330	4.451	0.000
R Square	0.165		
F	19.810		0.000
Durbin-Watson	2.230		

Dependent Variable: team performance

\*\*\*Significant at the 0.01 level.

\*\*Significant at the 0.05 level.

\* Significant at the 0.10 level.

Table No 3.4 shows the regression analysis for the relationship of team performance with leadership effectiveness. For the relationship of team performance with leadership effectiveness, the value of  $p=0.000$  i.e.  $< 0.01$  and value of  $\beta = 0.330$ . This shows that team performance has significant positive effect on leadership effectiveness. It also reflects that one unit rise in team performance can cause 33% change in team performance respectively. The value of R Square is 0.165 which shows that team performance has 16.5 % influences on leadership effectiveness. Value of Durbin Watson is 22.30, which is within the stated range of 1.5 to 2.5 which reflects that it is acceptable. Value of F is 19.810 which shows that team performance have strong association with leadership effectiveness. Above table also shows the values of t which are not zero. So on the basis of all above given values of  $\beta$ , R square, t, p, F and Durbin Watson our proposed hypothesis no (H3A) is accepted

**Table No: 3.5 (H3B) Leadership effectiveness relationship with team performance**

	B	T	P
(Constant)	1.790	4.317	0.000
TP	0.501	4.451	0.000
R Square	0.165		
F	19.810		0.000
Durbin-Watson	1.832		

Dependent Variable: leadership effectiveness

\*\*\*Significant at the 0.01 level.

\*\*Significant at the 0.05 level.

\* Significant at the 0.10 level.

Table No 3.4 shows the regression analysis for the relationship of team performance with leadership effectiveness. For the relationship of team performance with leadership effectiveness, the value of  $p=0.000$  i.e.  $< 0.01$  and value of  $\beta = 50.1\%$ . This shows that team performance has significant positive effect on leadership effectiveness. It also reflects that team performance can cause 50.1% change in leadership effectiveness respectively. Leadership effectiveness value of R Square is 16.5. Value of Durbin Watson is 1.832, which is within the stated range of 1.5 to 2.5 which reflects that it is acceptable. Value of F is 19.810 which shows that leadership effectiveness have strong association with team performance. Above table also shows the values of t which are not zero. So on the basis of all

above given values of  $\beta$ , R square, t, p, F and Durbin Watson our proposed hypothesis no 5(H5) is accepted

## 5. CONCLUSION

Results of the propose research have proved that charismatic leadership and leadership effectiveness are good predictors of team performance. Leadership effectiveness is good predictor of team performance as compare to charismatic leadership as results shows that value of  $\beta$  of for relationship between Leadership effectiveness and team performance is 50.1 % and value of  $\beta$  of for relationship between charismatic leadership and team performance is 25 %. Current research is also proposed the two dimensional hypothesis between charismatic leadership and leadership effectiveness. Results show that both are good predictors of each other's. But charismatic leadership is good predictor of leadership effectiveness as its value of  $\beta$  is 43%. Similarly, for two way relationship of leadership effectiveness and team performance, leadership effectiveness is good predictor of team performance as its value of  $\beta$  is 50.1%. On the other hand, value of  $\beta$  for the relationship between team performance and leadership effectiveness is 33%. In future researches, more studies will be done on other sectors like textile sector, pharmaceutical sectors etc. In future researches, other variable like cohesiveness and customer satisfaction etc will be included along with other variables.

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## SECTION B

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