The Impact of Charismatic Leadership on Organizational Culture

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ARTICLE INFO	ABSTRACT

The present study examines the complex relationship between charismatic leadership qualities and organizational culture, with a specific focus on private enterprises operating in the Erbil-Kurdistan region of Iraq. The objective of our research is to investigate the impact of charismatic leadership on organizational culture. Charismatic leadership is characterized by qualities such as visionary thinking, confidence, a risk-taking tendency, and flexibility. We aim to understand how these traits collectively shape and influence the broader organizational culture. The study utilized various quantitative approaches, such as correlation analysis and multiple regression, to examine the connections between charismatic leadership attributes and organizational culture. The research sample consists of 89 participants selected from various private firms located in Erbil. The results obtained from this study highlight the importance of charismatic leadership in influencing the development and characteristics of organizational culture. The emergence of each charismatic feature has been proven to be statistically significant and positively predictive of organizational culture. This highlights the tremendous influence that leaders may have in shaping an organization's values, norms, and practices. The results of the multiple regression analysis confirmed these links and showed that charismatic leadership traits explain a lot of the differences in organizational culture.

1. Introduction

The primary role of leadership is of utmost importance in influencing and molding the organizational culture. Charismatic leadership has been a prominent and captivating kind of leadership that has attracted considerable attention and interest throughout the years. Charismatic leaders have a distinctive combination of personal characteristics, effective communication abilities, and a compelling vision, which empowers them to inspire and exert a remarkable impact on their followers (Ozgenel, 2020). The impact of this style of leadership frequently results in significant consequences for the culture of an organization, as the charm and allure of these leaders have the ability to influence the principles, convictions, and actions of their teams and the wider institution (Xenikou & Furnham, 2022).

Charismatic leaders are people who have a remarkable capacity to inspire and motivate their followers through their personal charm, visionary outlook, and persuasive communication skills. Frequently, individuals of this nature have a notable level of self-assurance, fervor, and a clear sense of direction that engrosses others in their vicinity (Aisyah et al., 2022). Charismatic leaders are renowned for their remarkable aptitude for narrative communication, their ability to foster a collective sense of identity and mission within their team constituents, and their propensity to embrace venturesome undertakings. Prominent instances of charismatic leadership throughout history encompass notable individuals such as Martin Luther King Jr., Steve Jobs, and Nelson Mandela (Nugraha, 2021).

Charismatic leaders employ diverse strategies to exert their influence. Leaders often convey a persuasive and inspiring vision for the future that aligns with the principles and ambitions of their supporters (Yuliastuti & Tandio, 2020). This vision functions as a potent catalyst, engendering a sense of inspiration within individuals and compelling them to wholeheartedly dedicate themselves to the objectives set forth by the leader. Charismatic leaders exhibit a tendency to lead through the demonstration of exemplary behavior, showcasing steadfast commitment and unflinching attention to their objectives (Khaliq et al., 2021). Moreover, these

individuals frequently cultivate intimate and affective bonds with their adherents, fostering a sense of confidence and allegiance.

The charismatic leadership style has the potential to exert a substantial influence on corporate culture through various mechanisms (Morched & Jarboui, 2021): Charismatic leaders possess an exceptional aptitude for effectively aligning their teams with a collective vision and a cohesive set of principles. The alignment mentioned can result in the development of a robust organizational purpose, cultivating a culture marked by enthusiasm, dedication, and a shared determination to accomplish shared objectives (Abubakar et al., 2019). Charismatic leaders possess the ability to motivate and inspire their colleagues, thereby facilitating the attainment of elevated goals and ambitious targets. The capacity to inspire and involve people has the potential to foster a corporate environment characterized by exceptional levels of performance and innovation (Mahaputra & Saputra, 2021).

Charismatic leaders frequently foster an organizational climate that promotes creativity and cultivates a disposition to embrace change. The firm cultivates an atmosphere that prioritizes the appreciation of novel ideas and methodologies, thereby facilitating the development of adaptability and agility (Pancasila et al., 2020). Nevertheless, charismatic leadership is not devoid of potential drawbacks. The presence of an abundance of charisma has the potential to result in the formation of a following that exhibits cult-like characteristics, characterized by the unquestioning adherence of followers to the directions put forward by the leader (Yun et al., 2020). The aforementioned phenomenon has the potential to impede the expression of opposing viewpoints and deter the exercise of analytical reasoning, both of which are crucial for fostering a robust and thriving organizational climate (Roscoe et al., 2019). This investigation aims to examine the complex interplay between charismatic leadership and organizational culture. The objective of this study is to gain insight into the manner in which the charisma exhibited by leaders can exert both advantageous and disadvantageous effects on the organizational culture (Zeebaree et al., 2019)

1.1 Research Aim

The primary objective of this research is to conduct a comprehensive examination of the impact of charismatic leadership on organizational culture. This investigation will involve a thorough analysis of the fundamental characteristics and communication tactics employed by charismatic leaders, the mechanisms through which they exert their influence, and the effects they have on different aspects of organizational culture. Additionally, our objective is to evaluate the enduring effects, encompassing both favorable and potentially unfavorable outcomes, of charismatic leadership on an organization's cultural dynamics. Furthermore, through the analysis of empirical case studies, our objective is to ascertain optimal methodologies and measures for leaders to effectively harness charismatic leadership. This research endeavor aims to contribute to the progression of leadership theory and provide actionable insights for organizations striving to cultivate an environment that is conducive and enduring.

1.2 Research Problem

The main aim of this research is to examine the influence of charismatic leadership on the development and maintenance of organizational culture. This investigation explores the ways in which charismatic leaders, who are known for their captivating personalities, visionary perspectives, and persuasive communication, have an impact on the organizational culture within their respective institutions (Afsar & Umrani, 2020). This study focuses on the analysis of how charismatic leaders effectively inspire, motivate, and foster a collective sense of purpose and values within their teams. The objective of this research segment is to reveal the distinctive characteristics and approaches utilized by charismatic leaders in order to influence the culture of a company. This will provide insight into the dynamic relationship between leadership charisma and the overall cultural environment inside the workplace (Martínez-Caro et al., 2020).

The subsequent aspect of the research inquiry centers on the enduring ramifications of charismatic leadership within organizational settings. This study aims to examine the dynamic nature of charismatic leadership and its impact on the long-term sustainability of organizational culture. This entails an examination of the favorable

consequences, such as increased staff involvement and innovation, with potential limitations, such as excessive dependence on a leader's charisma resulting in conformity rather than independent analysis (Sá & Serpa, 2020). Through an analysis of the dynamics surrounding charismatic leadership within the context of organizational culture, the objective of this study is to offer a comprehensive comprehension of the intricate correlation between leadership charisma and the enduring attributes of an organization's culture. This research endeavors to provide valuable insights and guidance for leaders and organizations as they navigate this complex terrain.
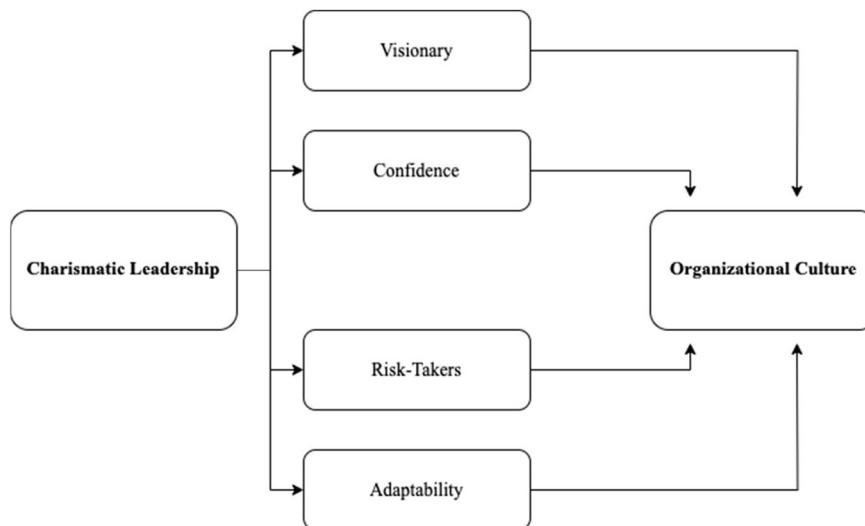
1.3 Conceptual Framework

Figure 1: Conceptual Framework

1.4 Research Hypotheses

H1: Leaders with Visionary Charisma: Leadership characterized by vision positively and significantly influences organizational culture.

H2: Leaders with Confident Charisma: Leadership characterized by confidence positively and significantly shapes organizational culture.

H3: Leaders with Risk-Taking Charisma: Leadership characterized by a willingness to take risks positively and significantly impacts organizational culture.

H4: Leaders with Adaptive Charisma: Leadership characterized by adaptability positively and significantly molds organizational culture.

2. Literature Review

One of the key elements that determines an organization's culture is leadership, and charismatic leadership, which stands out for its unique qualities and abilities, has attracted a lot of attention in recent years (Tanjung et al., 2021). In accordance with the four hypotheses that were presented, this literature review investigates the relationship between the many aspects of charismatic leadership and the influence that these aspects have on the culture of a company. It is well known that leadership is the single most important aspect in determining the culture of a business. When compared to the other varieties of leadership, charismatic leadership stands out as a phenomenon that is highly influential and fascinating. This literature review investigates the profound effect that charismatic leadership has on the culture of an organization. It aims to shed light on the ways in which charismatic leaders, who are distinguished by their compelling personalities, vision, and communication skills, are able to shape and transform the cultural dynamics that exist within their organizations (Gemeda & Lee, 2020).

2.1 Charismatic Leadership

According to Eliyana & Ma'arif (2019), charismatic leadership is defined as the ability of a leader to inspire and influence the people who follow them through the combination of their magnetic personality, persuasive communication, and an enticing vision for the future. According to Contreras et al. (2020), charismatic leaders frequently display high levels of self-confidence and have the ability to instill a sense of shared identity and purpose in their respective teams.

2.2 The Mechanisms of Influence

The means through which charismatic leaders wield their power to influence others is one of the most essential characteristics of charismatic leadership. According to Coe et al. (2019), charismatic leaders are able to convey a vision that is both clear and inspirational, one that resonates with the values and goals of their followers. They frequently set an example for others to follow by exhibiting unrelenting devotion and dedication to the cause they support. In addition to this, they create emotional ties with the people that follow them, which helps to promote trust and loyalty (Dubey et al., 2019).

2.2.1 Impact on Organizational Culture

There are many different facets to the impact that charismatic leadership has on the culture of an organization:

Charismatic leaders have the capacity to unite their teams with a shared vision and a set of principles, and they use this power to propel their organizations forward. This alignment can lead to a strong sense of purpose within the organization, which can then develop a culture that is passionate, committed, and defined by a collaborative drive to achieve common goals (Andersson et al., 2019). Inspiration and motivation: Charismatic leaders motivate their people to attain lofty goals by inspiring them to push themselves to new limits and greater heights. Their capacity to inspire and involve their workforce can pave the way for an environment that values high performance and creativity (Newman & Ford, 2021).

Willingness to Adapt to New Circumstances: Charismatic leaders frequently foster a culture of innovation and a willingness to adapt to new circumstances in their organizations. They encourage an atmosphere within the firm in which novel ideas and methods are valued, which in turn helps to create flexibility and agility among employees (Khan et al., 2020).

2.2.2 Hypotheses Development

Although there are benefits associated with charismatic leadership, there are also possible downsides to consider (Pham et al., 2019). An excessive amount of charisma

can sometimes result in a following that resembles a cult, in which followers blindly accept the leader's instructions without inquiry. According to Paais & Pattiruhu research from 2020, this can stifle dissent and hinder critical thinking, both of which are needed for a strong organizational culture.

H1: Leaders with Visionary Charisma: Leadership characterized by vision positively and significantly influences organizational culture.

A defining characteristic of charismatic leadership is the ability to inspire others with one's vision. Leaders who are able to inspire their employees and bring them together need to have a vision that is both crystal clear and captivating. According to Qing et al. (2020), charismatic leadership, which is closely tied to charismatic leadership based on a vision, is what develops a culture of high performance and innovative thinking. This is consistent with the concept that charismatic leaders can favorably influence the culture of an organization by fostering a common sense of purpose and direction among its members (Savić, 2020). Nevertheless, it is crucial to note that even though visionary charisma can produce alignment, it should be tempered by flexibility to guarantee that the culture continues to be sensitive to changing circumstances. Flexibility ensures that the culture can stay responsive even when circumstances change (Oreg & Berson, 2019).

H2: Leaders with Confident Charisma: Leadership characterized by confidence positively and significantly shapes organizational culture.

Another component of charismatic leadership that has significant repercussions for the culture of a company is confident charisma. According to Veile et al. (2020), leaders who project an air of self-assurance are more likely to win their followers' trust and boost their morale. According to research, the self-assurance of a leader can help cultivate a culture that is resilient and willing to take risks. However, an overly confident leader may unintentionally stifle disagreement and discourage various ideas, which may result in an organizational culture that is less adaptable (Rakova et al., 2021).

H3: Leaders with Risk-Taking Charisma: Leadership characterized by a willingness to take risks positively and significantly impacts organizational culture.

A charismatic leader who is willing to take risks adds a fascinating new dimension to their leadership. According to Kucharska & Kowalczyk (2019), leaders who exhibit a willingness to take well-calculated risks have the ability to foster an atmosphere in which creativity and experimentation are welcomed. These kinds of leaders are able to have a positive influence on the culture of a business by encouraging a climate of adaptation and learning. However, it is of the utmost importance to establish a balance, as excessive risk-taking without the right safeguards can lead to the instability of an organization (Lee et al., 2019).

H4: Leaders with Adaptive Charisma: Leadership characterized by adaptability positively and significantly molds organizational culture.

The charismatic leadership style, which includes charismatic qualities such as visionary charisma, confident charisma, risk-taking charisma, and adaptable charisma, has a wide range of consequences for the culture of an organization (Moldoveanu & Narayandas, 2019). Even though each component has the ability to make a good contribution, it is essential to be aware of the risks involved and the significance of maintaining a healthy balance. In order to cultivate a resilient and adaptive corporate culture that is in line with the leaders' vision and goals, leaders need to carefully traverse each of these elements. In further studies, an empirical approach ought to be taken to investigate these possibilities so that we may get a better grasp of the complex relationship that exists between charismatic leadership and organizational culture (Swanson et al., 2020).

Even though it isn't highlighted as much as other aspects of charismatic leadership, adaptive charisma is an essential component of charismatic leadership in dynamic contexts. According to Sousa & Rocha (2019), leaders who are able to adapt their leadership style and methods to changing conditions are better able to establish a culture that welcomes change and is agile. This adaptability can be extremely helpful in maintaining a healthy company culture during times of transition or uncertainty (Saha et al., 2020).

The charismatic leadership carries a considerable amount of weight when it comes to the culture of a business (Men & Yue, 2019). It is impossible to overstate its capacity to invigorate, excite, and encourage employees inside a company, as well as mold

their core beliefs and practices. However, careful management of its impact is required in order to avoid any potential problems (Graham et al., 2022). To cultivate a lively and lasting organizational culture, it is vital to choose an approach that strikes a balance between fostering variety of thought and critical discourse on the one hand and capitalizing on the characteristics of charismatic leadership on the other (Isensee et al., 2020). Additional study in this area has the potential to continue shedding light on the intricacies of charismatic leadership and its link with organizational culture in modern working situations (Hanelt et al., 2021).

3. Research Methodology

3.1 Research Design

The purpose of this study is to evaluate the influence that charismatic leadership has on the organizational culture of private enterprises located in the Erbil region of Kurdistan, Iraq. A quantitative research approach was used for this investigation.

3.2 Study Population

The employees of the many different private enterprises located in Erbil, Kurdistan, make up the population of interest. Participants from a variety of fields and fields of work within the private business sector are included in the sample.

3.3 Sample Size

The number of participants in this study will make up the sample size of 89. This sample size is calculated by taking into consideration the aims of the study, the resources that are available, and the statistical importance of the data. Its objective is to produce a snapshot that is reflective of Erbil's private business sector while remaining manageable for the purposes of data gathering and analysis.

3.4 Sampling Technique

The method of sampling that will be used is known as stratified random sampling. Private companies in the city of Erbil will be divided into strata according to the industry or sector they operate in, such as retail, manufacturing, or service firms.

Following this, a random sampling will be carried out within each stratum in order to guarantee accurate proportional representation.

3.5 Data Collection

The data were obtained through the use of structured surveys that had a mix of closed-ended questions and questions based on the Likert scale. The purpose of the survey instrument was to examine both the participants' opinions of charismatic leadership inside their organizations as well as the impact that charismatic leadership has on the culture of those organizations. In addition, information regarding the enterprises' demographics as well as the setting in which they were operating was gathered from a subset of Erbil's private businesses.

4. Data Analysips

Table 1:Reliability Analysis

Leadership/Culture Measure	N	N. of items	Cronbach's Alpha
Leaders with Visionary Charisma	89	8	0.771
Leaders with Confident Charisma	89	7	0.739
Leaders with Risk-Taking Charisma	89	8	0.801
Leaders with Adaptive Charisma	89	7	0.755
Organizational Culture	89	9	0.798

The findings of a reliability analysis are presented in Table 1, which was undertaken to analyze the internal consistency of the measuring scales utilized in the study for evaluating leadership and organizational culture. Within this particular context, the Cronbach's alpha coefficients for the various constructs are presented as follows: The scores obtained for the constructs "Leaders with Visionary Charisma," "Leaders with Confident Charisma," "Leaders with Risk-Taking Charisma," "Leaders with Adaptive Charisma," and "Organizational Culture" were 0.771, 0.739, 0.801, 0.755, and 0.798, respectively. The aforementioned metrics provide insight into the internal consistency of each scale. In the context of research, it is generally accepted that Cronbach's Alpha values over 0.7 are deemed satisfactory. This suggests that the

measurement scales employed in the present study exhibit strong internal consistency, thereby instilling confidence in the reliability of the gathered data.

Table 2: Correlation Analysis

Measure	Visionary	Confident	Risk-Taking	Adaptive	
Visionary	1				
Confident	0.691**	1			
Risk-Taking	0.591**	0.619**	1		
Adaptive	0.543***	0.653***	0.586***	1	
Organizational Culture	0.699**	0.637**	0.719**	0.756**	1
** indicates a significant correlation at $p < 0.005$					

Table 2 illustrates the results of a correlation analysis that investigates the associations among many significant variables in the study, such as visionary charisma, confident charisma, risk-taking charisma, adaptable charisma, and organizational culture. Correlation coefficients are employed to measure the magnitude and direction of linear relationships between variables. The analysis of the correlations presented in the table facilitates the evaluation of the interconnectedness between various constructs. The correlation coefficient of 0.699 observed between visionary charisma and organizational culture indicates a strong positive association. The presence of strong connections between various aspects of charisma and organizational culture highlights the importance of these leadership traits in relation to the broader context of the organizational culture being studied. Table 2 serves as a great tool for comprehending the interconnections between different aspects of charismatic leadership and their correlation with the wider corporate culture. Moreover, it takes into consideration the rigorous statistical significance of these associations.

Table 3: Regression Analysis

Variable	Coefficient	Standard Error	t-Statistic	p-Value
Constant	2.4262	0.7681	2.853	0.005
Visionary Charisma	0.578	0.1452	2.698	0.001
Confident Charisma	0.5142	0.1732	2.579	0.002
Risk-Taking Charisma	0.4984	0.1463	2.139	0.001
Adaptive Charisma	0.5457	0.1127	2.463	0.002
R-squared	0.734			
Adjusted R-squared	0.716			
F-statistic	39.469 (p < 0.001)			
Dependent Variable: Organizational Culture				

The table provided provides a concise overview of the outcomes derived from a multiple regression analysis conducted to investigate the associations between various independent variables, namely visionary charisma, confident charisma, risk-taking charisma, and adaptive charisma, and a dependent variable known as organizational culture. The purpose of this analysis is to provide a comprehensive understanding of how the various aspects of charismatic leadership impact the overall nature and functioning of an organization's culture.

The coefficients (0.578, 0.5142, 0.4984, and 0.5457) represent the quantified effects of different charismatic leadership traits, namely visionary charisma, confident charisma, risk-taking charisma, and adaptive charisma, on organizational culture. These coefficients have been calculated while accounting for the potential influence of other variables. As an illustration, a rise of one unit in visionary charisma is linked to a 0.578 increment in organizational culture while holding all other factors constant.

The standard errors (0.1452, 0.1732, 0.1463, and 0.1127) provide an indication of the level of precision associated with the coefficient estimates. Smaller standard errors are indicative of higher levels of precision.

The t-statistics (2.698, 2.579, 2.139, and 2.463) are used to assess the statistical significance of each coefficient and determine if they are significantly different from zero. In each instance, the t-statistics surpass a value of 2, suggesting that the charismatic leadership attributes under consideration possess statistical significance as predictors of organizational culture.

The p-values (0.001, 0.002, 0.001, 0.002) indicate the levels of significance associated with the coefficients. The low p-values obtained in this study provide further support for the notion that the charismatic leadership attributes under investigation possess a high level of statistical significance in their ability to predict organizational culture.

The R-squared score (0.734) provides insight into the extent to which the combination of visionary charisma, confident charisma, risk-taking charisma, and adaptive charisma accounts for the variance observed in organizational culture. The adjusted R-squared value of 0.716 accounts for the number of predictors in the model and serves as an indicator of how well the model fits the data. Taken together, these values suggest that the model effectively explains a significant amount of the variation observed in organizational culture.

The F-statistic, with a value of 39.469, evaluates the overall significance of the model by evaluating all independent variables collectively. The model demonstrates statistical significance with a p-value below 0.001, demonstrating that the combined charismatic leadership attributes have a substantial impact on organizational culture. The findings of the multiple regression analysis indicate that visionary charisma, confident charisma, risk-taking charisma, and adaptive charisma have substantial and favorable effects on organizational culture. The aforementioned studies highlight the significant influence of charismatic leadership attributes in molding and delineating the broader culture inside an organization.

5. Conclusion

This study aimed to examine the intricate relationship between charismatic leadership traits and organizational culture in private enterprises located in the Erbil-Kurdistan region of Iraq. The core focus of our inquiry revolved around doing a thorough examination of various leadership attributes, including visionary charisma, confident charisma, risk-taking charisma, and adaptive charisma, and their combined impact on the broader context of organizational culture. The results of our study, which were obtained through a comprehensive statistical analysis, provide several significant insights. The significance of charismatic leadership in influencing company culture is readily apparent. Every charismatic characteristic, such as the ability to anticipate future developments, the self-assuredness in guiding others, the inclination to make well-informed decisions, or the capacity to adjust to new circumstances, demonstrated a noteworthy and favorable correlation with organizational culture. This statement highlights the significant influence that charismatic leaders can exert on the values, norms, and behaviors that shape an organization.

The findings from the multiple regression analysis provided a thorough understanding of how the many charismatic leadership attributes interact to clarify and influence shifts in corporate culture. The statistical analysis reveals that the model, as evidenced by a noteworthy F-statistic, effectively accounts for a considerable proportion of the variability observed in organizational culture. Furthermore, the substantial adjusted R-squared value indicates that the model effectively explains the observed variability, taking into consideration the number of predictors, hence strengthening its resilience. In general, our study highlights the significant impact of charismatic leadership attributes on the dynamics of organizations. Leaders that demonstrate visionary thinking, confidence, risk-taking abilities, and adaptability possess the capacity to cultivate and nurture a culture inside the firm that is in harmony with these characteristics. Therefore, firms that acknowledge and nurture these charismatic attributes within their leadership hierarchy may be more effectively situated to promote innovation, adjust to fluctuations, and maintain a constructive and unified organizational culture. It is important to acknowledge that this study

possesses certain limitations, and future investigations can delve into the intricacies and contextual variations of the influence of charismatic leadership on culture. However, the results of our study make a great contribution to the existing literature on the influence of leadership on organizational culture. These findings offer important insights for both researchers and professionals aiming to improve the effectiveness and unity of organizations.

6. Recommendations

Based on the empirical findings and theoretical insights acquired from this comprehensive study on the influence of charismatic leadership on organizational culture, the following recommendations are proffered:

1. The implementation of leadership development programs is recommended for organizations since these initiatives facilitate the growth and cultivation of charismatic leadership attributes within their leadership cadre. This includes the provision of training and coaching aimed at augmenting imaginative thinking, confidence, risk-taking propensity, and adaptability. Through this approach, businesses have the ability to cultivate a leadership culture that exerts a favorable impact on the whole organizational culture.

2. The evaluation of leadership abilities, such as charismatic traits, through regular evaluations can assist businesses in identifying individuals who possess these qualities as well as those who may benefit from further assistance and growth opportunities. The implementation of this proactive method can effectively facilitate the constant integration of charismatic leadership into the leadership hierarchy of the business.

3. Cultural Alignment: It is imperative for leaders to exercise caution in aligning their charismatic attributes with the intended organizational culture. Understanding how visionary, confident, risk-taking, and adaptive skills contribute to particular cultural features can assist leaders in guiding the culture towards a trajectory that aligns with
4. the objectives and principles of the business.

5. Feedback Mechanisms: The implementation of feedback mechanisms and the establishment of open communication channels between leaders and employees can facilitate leaders in assessing the influence of their charismatic leadership on the corporate culture. Seeking input and implementing changes based on the perspectives of employees can contribute to the development of a more cohesive and cooperative organizational culture.

7. Future Studies

This study offers significant contributions to the understanding of the correlation between charismatic leadership and organizational culture. However, there are still other areas that warrant further investigation in future research.

1. The topic of contextual variations is being discussed. Future research endeavors can investigate the potential variations in the influence of charismatic leadership on organizational culture, taking into account diverse industries, sectors, and cultural situations. This analysis aims to elucidate the contextual elements that have the potential to modify these interactions.

2. Longitudinal studies, which are characterized by their extended duration, offer valuable insights on the progression of charismatic leadership and organizational culture. By observing these dynamics over time, researchers can gain a comprehensive understanding of their fluctuations and interplay, particularly when companies undergo growth and respond to external influences.

3. Exploring Leadership Diversity: The examination of how leaders from varied origins, genders, and generations demonstrate charismatic leadership attributes can enhance our comprehension of the influence of leadership on culture in a more inclusive manner.

4. Factors that Mediate and Moderate Subsequent investigations may explore the mediating and moderating factors that exert an influence on the association between charismatic leadership and organizational culture. Further examination should be

conducted to go deeper into factors such as leadership styles, organizational scale, and industry-specific dynamics.

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کاریگەری سەرکردایەتی کاریزمایی لەسەر کەلتووری ڕێکخراوەیی

پوختە:

ئەم لێکۆڵینه وه ی ئێستا په یوه ندییه کانی نێوان ئاڵۆزه کانی نێوان سیفه ته سه ڕکردایه تییه کانی کاریزما و کولتووری ڕێکخراوه یی شیدەکاتەوه ، به گرنگیدانێکی تایبه ت به کارگه تایبه ته کان که له هه رێمی هه ولێر- کوردستانی عێراق کارده که ن. ئامانجی لێکۆڵینەوەکەمان لێکۆڵینەوەیه له کاریگەرییەکانی سەرکردایەتی کاریزماتیک لەسەر کولتوری ڕێکخراوەیی. سەرکردایەتی کاریزماتیک به سیفەتەکانی وەک بیرکردنەوەی دیدەوانی، متمانه بەخۆبوون، مەیلی مەترسیکردن و نەرمی و نەرمی تایبەتمەندە. ئامانجمان ئەوەیه لەوه تێبگەین که چۆن ئەم سیفەتانه بەکۆمەڵ کولتوری ڕێکخراوەیی فراوانتر له قاڵب دەدەن و کاریگەرییان لەسەر دروست دەکات. تویژینەوەکە ڕێبازی چەندایەتی جۆراوجۆری بەکارهێناوه، وەک شیکاری پەیوەندی و پاشەکشەی فرەیی، بۆ پشکنینی پەیوەندییەکانی نێوان سیفەتەکانی سەرکردایەتی کاریزماتیک و کولتوری ڕێکخراوەیی. نمونەی تویژینەوەکە له ٨٩ بەشداربوو پێکهاتووه که له کۆمپانیا تایبەتەکانی جۆراوجۆر که دەکەونه شاری هەولێر هەڵبژێردراون. ئەو ئەنجامانەی لەم لێکۆڵینەوەیەدا بەدەست هاتوون، گرنگی سەرکردایەتی کاریزماتیک له کاریگەریکردن لەسەر گەشەکردن و تایبەتمەندییەکانی کولتوری ڕێکخراوەیی دەردەخەن. سەرهەڵدانی هەر تایبەتمەندییەکی کاریزماتیک سەلمێنراوه که له ڕووی ئاماریيەوه گرنگه و به شێوەیەکی ئەرێنی پێشبینی کولتوری ڕێکخراوەیی دەکات. ئەمەش تیشک دەخاته سەر ئەو کاریگەرییه گەورەیەی که ڕەنگه سەرکردەکان هەیانبێت له دارشتنی بەها و نۆرم و پراکتیکەکانی ڕێکخراوێکدا. ئەنجامەکانی شیکاری پاشەکشەی فرەیی ئەم پەیوەندیانەیان پشتڕاستکردەوه و دەریخست که تایبەتمەندییه سەرکردایەتییه کاریزماتیکەکان زۆرێک له جیاوازییەکانی کولتوری ڕێکخراوەیی ڕوون دەکەنەوه.

تأثير القيادة الكاريزمية على الثقافة التنظيمية

الملخص:

تتناول هذه الدراسة العلاقة المعقدة بين الصفات القيادية الكاريزمية والثقافة التنظيمية، مع التركيز بشكل خاص على المؤسسات الخاصة العاملة في منطقة أربيل-كردستان في العراق. الهدف من بحثنا هو دراسة تأثير القيادة الكاريزمية على الثقافة التنظيمية. تتميز القيادة الكاريزمية بصفات مثل التفكير البصير، والثقة، والميل إلى المخاطرة، والمرونة. نحن نهدف إلى فهم كيف تشكل هذه السمات وتؤثر بشكل جماعي على الثقافة التنظيمية الأوسع. استخدمت الدراسة مناهج كمية مختلفة، مثل تحليل الارتباط والانحدار المتعدد، لفحص الروابط بين سمات القيادة الكاريزمية والثقافة التنظيمية. تتكون عينة البحث من 89 مشاركاً تم اختيارهم من مختلف الشركات الخاصة الموجودة في أربيل. وتسلط النتائج التي تم الحصول عليها من هذه الدراسة الضوء على أهمية القيادة الكاريزمية في التأثير على تطوير وخصائص الثقافة التنظيمية. لقد ثبت أن ظهور كل سمة كاريزمية له أهمية إحصائية ويتنبأ بشكل إيجابي بالثقافة التنظيمية. وهذا يسلط الضوء على التأثير الهائل الذي قد يتمتع به القادة في تشكيل قيم المنظمة وأعرافها وممارساتها. وأكدت نتائج تحليل الانحدار المتعدد هذه الروابط وأظهرت أن سمات القيادة الكاريزمية تفسر الكثير من الاختلافات في الثقافة التنظيمية.