

IMPACT OF CHARISMATIC LEADERSHIP ON ORGANIZATIONAL GROWTH IN IT ORGANISATIONS IN CHENNAI

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KEYWORDS

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ABSTRACT

Charismatic leaders play a crucial role in igniting passion within individuals, motivating them to strive for transformation. In an organisation, charismatic leadership serves as a powerful tool to inspire employees in reaching the company's objectives. However, if not executed properly, it may yield unsatisfactory results. Utilising appropriate tools and leadership approaches is crucial for achieving an organization's long-term objectives. This study aims to examine how Charismatic Leadership influences Organisational Growth within IT organisations located in Chennai. A total of 161 individuals working in IT organisations in Chennai were chosen for the study. A non-probability sampling method was employed, specifically Convenience sampling, to select the samples. The questionnaire serves as the study instrument. Statistical tools applied include multiple regression analysis, one-way ANOVA, and Duncan's Post Hoc test. Chronbach's alpha is utilised to examine the reliability of the study. The data has been analysed using SPSS v25. The Chronbach's alpha value of 0.861 indicates a reliability rate of 86.1% for the study. The findings indicate that factors associated with Charismatic Leadership—such as Presence, Inspiration, Communication, Appearance, and Self-esteem in an online context—are key predictors of Organisational Growth. A notable impact of age, experience, designation, and monthly income on organisational growth has been identified. These important insights outlined practical and theoretical implications for both scholars and decision-makers.

INTRODUCTION

Charismatic leadership is a style that depends on the personal charm, charisma, and influence of the leader to inspire and motivate followers. Influential leaders can enhance team performance by establishing a common vision, nurturing trust and loyalty, and encouraging creativity and innovation. Nonetheless, charismatic leadership presents certain potential drawbacks, including dependency, narcissism, and ethical concerns. This article will guide you on utilising a charismatic leadership style to enhance team performance, while steering clear of typical pitfalls. Charismatic leadership has the potential to enhance team performance through various mechanisms. Initially, influential leaders have the ability to establish a collective vision

that harmonises the objectives and aspirations of team members, offering them a clear sense of direction and purpose. Secondly, influential leaders have the ability to cultivate trust and loyalty within their teams by demonstrating authentic interest and concern, offering constructive feedback and recognition, and encouraging team members to take initiative and ownership of their work. Third, influential leaders have the ability to inspire creativity and innovation within their team members by motivating them to question existing norms, investigate new concepts, and try out various approaches. Charismatic leadership is not the sole or most effective style of leadership for all circumstances. It is essential to harmonise charismatic leadership with various other approaches, taking into account the specific context, the nature of the task, and the dynamics of the team. For instance, one might employ a transactional approach to establish clear expectations and incentives, a transformational approach to encourage change and innovation, a servant approach to prioritise the support and development of the team, or a situational approach to adjust according to the team's needs and readiness.

REVIEW OF LITERATURE

Wan, Zhao. (2023), Charismatic leadership holds a distinctive significance in guiding organisations through this transitional phase. Strategic goals serve as the foundational principles that direct the future growth and evolution of an organisation. The challenge lies in ensuring that these guiding principles genuinely embody their intrinsic value and can be realised over the long term through effective leadership, ultimately contributing to the achievement of organisational strategic goals. **Le Blanc and colleagues (2021)**, this study involving team managers and team members from 133 Spanish bank branches examined the extent to which charismatic leadership affects innovative behaviour within work teams through team potency. Additionally, it explored whether the relationship between charismatic leadership and team potency is influenced by the degree of task interdependence present within the team. The findings from structural equation modelling indicated that it was only at elevated levels of task interdependence that team managers' charismatic leadership at time had a significant positive correlation with an increase in team potency at time, which subsequently was positively associated with manager evaluations of their work teams' innovative behaviour at time. This indicates that it is only at elevated levels of task interdependence that charismatic leadership exerts a notable indirect influence on team innovative behaviour through team potency. **Fragouli, E. (2018)**, the paper critiques Weber's perspective on charisma and employs a methodological framework of a critical literature review alongside qualitative analysis of brief case studies. The findings demonstrate that charisma is a quality that can be cultivated, instructed, and learnt through training, similar to any other skill. The concept of charisma pertains to interpersonal relationships, particularly in the context of leadership dynamics between a leader and their followers. This paper illustrates that charisma is not solely an innate trait but can be cultivated and learnt by anyone. However, it also highlights the potential for charisma to be exploited and misused, revealing the less admirable aspects associated with it, often referred to as the 'dark side' of charisma. This challenges the established definitions and favourable associations of charisma, highlighting the potential risks of an individual mastering the art of being charismatic. This paper explores the compromise of morals and ethics by leaders who leverage charisma as a tool, offering recommendations on how to avoid the dark side of leadership. **Celeste and colleagues (2012)**, they examined the interplay between charismatic leadership and organisational culture in relation to both perceived and objective company performance through a longitudinal study. Findings indicated that charisma

positively influenced financial performance, whereas culture did not have a similar effect. The relationship between culture and charisma was notably linked to perceived performance, with both elements being interconnected. A more extended period may be required for the influence of culture on financial performance to become evident. **Cicero and Pierro (2007)**, the objective was to examine the relationship between leadership and work outcomes in connection with social identification processes, considering both the latest advancements in charismatic leadership models and the recent progress in social identity analysis as it pertains to the workplace. The findings from Study 1 indicated a positive correlation between charismatic leadership and work-group identification, as well as a positive relationship between employees' work effort and work-group identification. The identification of work groups also influences the connection between charismatic leadership and work effort. The findings from Study 2 reaffirmed the positive relationship between charismatic leadership and employees' identification with their work groups. Additionally, this identification correlates with job involvement, job satisfaction, performance, and intentions to leave the job. **Conger, J. A., and Kanungo, R. N. (1994)**, this article presents the creation of a questionnaire designed to assess the perceived behavioural dimensions of charismatic leadership as outlined in the model by Conger and Kanungo (1987, 1988). The results analysis demonstrated robust psychometric properties of the measure, showcasing adequate reliability, convergent and discriminant validity coefficients, along with a stable factor structure. The implications of the measure for future inquiry and application are examined.

CHARISMATIC LEADERSHIP AND ORGANIZATION GROWTH

The influence of charismatic leadership plays a crucial role in effectively managing members of IT organisations and their work arrangements. Influential leaders have the ability to guide their teams towards accomplishing diverse objectives, which in turn enhances morale and boosts confidence when confronted with challenges, particularly the more arduous ones. Nonetheless, when it comes to establishing strategic objectives for the organisation and making significant decisions, charismatic leaders might encounter specific limitations. Decisions are often made unilaterally, which may hinder democratic discussions and the application of collective wisdom in problem-solving. Consequently, an in-depth examination of the traits associated with charismatic leadership and the strategic objectives of organisations is essential to grasp their interconnected dynamics, benefits and drawbacks, and to incorporate pertinent examples for additional investigation. The core of management is rooted in the proficient oversight of individuals. As we progress further into a transformative period of reforms, it becomes imperative to conduct a comprehensive analysis of management challenges to unlock organisational energy and promote rapid advancement. In the 21st century, China has entered a multifaceted stage of reform and opening up, characterised by significant transformations in its political and economic domains.

Exploring charismatic leadership holds considerable importance for the progression of management theories in China. In the economic sector, influential leaders are crucial for the advancement and growth of groups. Therefore, analysing the influence of charismatic leadership on the strategic objectives of organisations from multiple viewpoints is highly significant. In the context of reforms and opening up, the contemporary world is experiencing a significant transition towards multi-polarization and economic globalisation. As technological competition

emerges as a key factor in the overall competition of national strength, the rivalry among nations has intensified, leading to an increasing clash of ideologies. Amidst the swiftly changing market environment, there is a pressing demand for Charismatic leaders to bring individuals together, enhance morale, and galvanize diverse groups to make a more substantial impact on society. Therefore, analysing the impact of charismatic leadership on the strategic objectives of an organisation is crucial for responding to evolving conditions and requirements.

ADVANTAGES OF CHARISMATIC LEADERSHIP

Enhanced Commitment: A charismatic leadership style frequently fosters a strong sense of commitment among team members. Charismatic leaders possess the ability to communicate effectively, motivating and inspiring those around them. As a result, their employees are more inclined to support them and demonstrate loyalty to their organisations. Effective charismatic leaders ensure that their team members feel acknowledged and valued. Such initiatives contribute to enhancing employee involvement and may lead to a decrease in turnover rates.

Encourages Leadership Aspirations: Charismatic individuals have the ability to motivate others to pursue leadership roles. Their engaging personalities and proficient communication abilities provide team members with a goal to strive for. In an ideal scenario, charismatic leaders, along with all leaders, should refrain from hoarding their power. They are dedicated to encouraging and uplifting others — particularly those aspiring to become leaders in the future.

Enhanced Efficiency: Boosting employee efficiency generally results in improved outcomes for the team, their supervisor, and the organisation overall. By maintaining motivation and concentration on a unified objective, influential leaders can facilitate substantial development and enduring achievement.

Enhanced Creativity: Charismatic leaders exhibit a strong ability to generate innovative and unconventional solutions. They are open to considering creative proposals from their colleagues. The principles of charismatic leadership contribute significantly to fostering innovation throughout various domains. When individuals feel secure in expressing innovative concepts and experimenting with novel approaches, they can contribute to the organization's growth in ways that may not have been possible otherwise.

Foster a Culture of Learning: Charismatic leadership plays a significant role in cultivating a company culture that prioritises learning. Individuals are driven to pursue every opportunity available to reach their objectives, whether that involves finishing management training programs, participating in workshops, or exploring various methods to enhance their understanding and acquire new competencies.

Fosters a Collective Identity: An engaging leader recognises the importance of collaboration. It is understood that fostering a cohesive team requires the cultivation of a collective identity among the workforce. A shared sense of identity among employees often leads to enhanced collaboration and effectiveness in their work together. Working together and cooperating can enhance outcomes and result in increased efficiency and improved results in a timelier manner.

Lower Levels of Stress and Burnout: Teams guided by charismatic leaders frequently report experiencing reduced stress and burnout in contrast to those managed by different leadership styles.

DISADVANTAGES OF CHARISMATIC LEADERSHIP

Potential for Leaders to Focus on the Wrong Things: In an ideal scenario, those in charismatic leadership roles would concentrate on positively influencing others, enhancing their job performance, and taking actions that boost the organization's overall performance and profitability. Certain influential figures may prioritise misguided aspects, particularly when they stray from a grounded sense of humility. Such individuals might develop a sense of superiority or start to wield their power in detrimental manners.

The Possibility of Forming a Cohort of Agreeable Individuals: Charismatic leaders are recognised for their captivating personas. They inherently attract individuals and inspire others to pursue similar paths. Charisma is not necessarily a negative attribute. However, it can become concerning when the admirers of a charismatic leader transition into followers or “yes” men.

Potential for Altered Value Systems: charismatic leadership transformed value systems among team members and employees. Individuals may be attracted to a compelling leader at first due to a shared vision and objectives. As time progresses, individuals may discover that their value systems and morals begin to shift in accordance with the leader’s perspective, even if they would not have typically concurred with those beliefs.

Potential for Unethical Behaviour: In certain situations, a persuasive leader might influence employees or team members to partake in unethical actions. A leader overly fixated on success may begin to engage in unethical behaviours to enhance their likelihood of reaching a specific objective.

Potential for Excessive Dependency: Ideally, an influential leader will motivate others to rise to the occasion and embrace greater responsibilities or leadership positions. Nonetheless, certain charismatic leaders have the potential to foster an overreliance within their teams. This reliance could indicate that the organisation is unable to operate effectively in the absence of a specific leader. If this individual chooses to resign, it will result in a chaotic situation as everyone attempts to restore order and uphold the existing standards of performance. It is probable that there will be a decline in productivity as a consequence.

Decreased Clarity: In certain instances, charismatic leadership may lead to ambiguity among team members. A charismatic leader has the potential to develop arrogance, particularly when their record shows a greater number of successes than failures throughout their time in a position of authority. This overconfidence might lead them to become complacent and overlook the strategies that initially contributed to their success.

Not Suitable for Inflexible Frameworks: In certain environments, engaging leadership proves to be particularly effective and inspiring. It is not universally applicable in all scenarios,

however. These individuals may perceive that their innovative potential is constrained or that they struggle to convey their ideas effectively while adhering to established guidelines or conventions. Consequently, they might find it challenging to maintain the motivation of their team members.

OBJECTIVES OF THE STUDY

1. To identify the impact of Charismatic Leadership on Organizational Growth in IT organizations
2. To assess the influence of demographic variables on Organizational Growth

HYPOTHESES OF THE STUDY

H₀₁: There is no significant impact of Charismatic Leadership on Organizational Growth

H₀₂: There is no significant influence of demographic variables on Organizational Growth

METHODOLOGY

This study aims to examine the influence of Charismatic Leadership on the growth of IT organisations in Chennai. A total of 161 individuals working in IT organisations in Chennai were chosen for the study. A non-probability sampling method, convenience sampling was employed to select the samples. The questionnaire serves as the instrument for the study. The questionnaire is divided into three sections: the first section gathers demographic information from the respondents, while the second and third sections focus on scales pertaining to Charismatic Leadership and Organisational Growth, respectively. Multiple regression analysis is utilized to determine the influence of Charismatic Leadership on Organisational Growth. One-way ANOVA and Duncan's Post Hoc test are utilized to examine the differences among the groups concerning demographic variables related to Organisational Growth. Chronbach's alpha is utilised to examine the reliability of the study. The data has been analysed using SPSS v25.

RESULTS AND DISCUSSION

Respondents employed in the IT sector were chosen for the study. The Chronbach's alpha value of 0.861 indicates a reliability of 86.1% for the study. A total of 161 employees were chosen for the study, and data regarding their personal characteristics, including gender, age, marital status, education, experience, designation, and monthly income, was gathered. Among the respondents, 62.8% are male, while the remaining 37.2% are female. 41.2% of the participants fall within the age range of 21 to 30 years. Among them, 61.7% are married, while 38.3% identify as single. Additionally, 46.4% have completed their graduation, and 44.7% possess over 10 years of experience. Furthermore, 36.8% are employed as Associate/Team members within their organisations, and 29.7% report a monthly income exceeding 1,00,000.

This section identifies the influence of Charismatic Leadership on the growth of organisations. This analysis considers various factors of Charismatic Leadership, including Presence, Inspiration, Communication, Appearance, Self-esteem, Emotional Intelligence, and Courage, as independent variables, while Organisational Growth serves as the dependent

variable. Multiple regression analysis is employed to evaluate the impact of Charismatic Leadership on Organisational Growth. The results are displayed in Table 1.

Null hypothesis H₀1: There is no significant impact of Charismatic Leadership on Organizational Growth

Table 1
Impact of Charismatic Leadership on Organizational Growth

Independent Variables	R ²	Beta	F-statistics	t-value
(Constant)	0.569	0.314	32.162** (p=.000)	3.131**
Presence		0.316		6.218**
Inspiration		0.221		4.204**
Communication		0.124		3.547**
Appearance	Adjusted R² 0.554	0.103		3.069**
Self esteem		0.263		5.948**
Emotional intelligence		0.089		1.896
Courage		0.068		1.431

** Significant at 1% level

Table 1 shows that the F-value of 32.162 is significant at the 1% level, leading to the rejection of H₀1. The R² value of 0.569 indicates that the factors associated with Charismatic Leadership account for a variability of 56.9% in relation to Organisational Growth. The factors of Charismatic Leadership—Presence, Inspiration, Communication, Appearance, and Self-esteem—are observed to significantly influence Organisational Growth. Nonetheless, emotional intelligence and courage do not appear to significantly influence organisational growth. An additional unit enhancement in Presence, Inspiration, Communication, Appearance, and Self-esteem has resulted in an increase in Organisational Growth by 0.316, 0.221, 0.124, 0.103, and 0.263 units respectively. The regression equation for the impact of Charismatic Leadership factors on Organizational Growth is as follows:

$$\text{Organizational Growth} = 0.314 + 0.316 (\text{Presence}) + 0.221 (\text{Inspiration}) + 0.124 (\text{Communication}) + 0.103 (\text{Appearance}) + 0.263 (\text{Self-esteem})$$

The factors of Charismatic Leadership—Presence, Inspiration, Communication, Appearance, and Self-esteem in an online context—are observed to significantly influence Organisational Growth. Furthermore, Presence, along with Self-esteem and Inspiration, has a greater influence on Organisational Growth.

This section evaluates the impact of demographic variables on the growth of IT organisations. One-way ANOVA is utilised to determine the significant impact of demographic variables on Organisational Growth. Duncan's Post Hoc test is utilised to examine the differences among the groups concerning demographic variables related to Organisational Growth.

Null Hypothesis H₀2: There is no significant influence of demographic variables on Organizational Growth

The results of Influence of demographic variables on Organizational Growth are presented in the Table 2

Table 2
Influence of demographic variables on Organizational Growth

	Classification	Mean	S D	F-value
Gender	Male	3.63	0.696	2.021 (p=.104)
	Female	3.56	0.758	
Age	21-30 years	3.39	0.740	3.104* (p=.026)
	31-40 years	3.78	0.719	
	41-50 years	3.68	0.728	
	Above 50 years	3.71	0.599	
Marital Status	Single	3.73	0.762	0.783 (p=.377)
	Married	3.71	0.695	
Education	Graduate	3.94	0.746	0.297 (p=.743)
	Post Graduate	3.72	0.695	
	Professional	3.76	0.714	
Experience	< 2 years	3.73	0.759	3.688* (p=.029)
	2 to 5 years	3.76	0.719	
	5 to 10 years	3.73	0.755	
	> 10 years	3.32	0.692	
Designation	Associate/Team member	3.33	0.734	4.117* (p=.043)
	Team leader	3.75	0.682	
	Managers	3.78	0.709	
	Others	3.71	0.741	
Monthly Income (in Rs.)	Below 25,000	3.79	0.815	3.905** (p=.004)
	25,000 to 50,000	3.83	0.722	
	50,000 to 75,000	3.64	0.706	

	75,000 to 1,00,000	3.64	0.670	
	Above 1,00,000	3.73	0.687	

* Significant at 5% level ** Significant at 1% level

Significant influence of age ($F=3.104$, $p=.026$), experience ($F=3.688$, $p=.029$), designation ($F=4.117$, $p=.043$), and monthly income ($F=3.905$, $p=.004$) on Organisational Growth have been identified. In this instance, $H_{02}(b)$, $H_{02}(e)$, and $H_{02}(f)$ are dismissed at the 5% significance level, while $H_{02}(g)$ is dismissed at the 1% significance level. No significant influence of gender ($F=2.021$, $p=.104$), marital status ($F=0.783$, $p=.377$), and education ($F=0.297$, $p=.743$) on Organisational Growth was observed. In this scenario, $H_{02}(a)$, $H_{02}(c)$, and $H_{02}(d)$ are accepted at the 5% significance level.

Age

The respondents aged 31-40 years achieved the highest mean score of 3.78, while those in the 21-30 years age group recorded the lowest mean score of 3.39. Observations indicate that IT employees aged 31-40 express satisfaction with Organisational Growth, while those in the 21-30 age group show lower levels of satisfaction regarding the same aspect. Table 3 illustrates the findings of the post hoc test concerning the differences in age groups related to Organisational Growth.

Table 3

Age group differences on Organizational Growth

Age	Subset for alpha = 0.05	
	1	2
41-50 years	3.39	
21-30 years		3.68
31-40 years		3.71
Above 50 years		3.78
p-value	1.000	0.750

The IT employees aged 21-30, 31-40, and above 50 years are included in subset-2; they do not show significant differences in their adaptation to Organisational Growth. Nevertheless, the IT employees aged 41-50 in subset-1 show a notable difference concerning Organisational Growth. The respondents in subset 2 appear to express a higher level of satisfaction regarding Organisational Growth within the IT industry.

Experience

The participants with 2 to 5 years of experience achieved the highest mean value of 3.76, while those with over 10 years recorded the lowest mean value of 3.32. It has been noted that IT employees with 2 to 5 years of experience exhibit higher satisfaction regarding Organisational Growth, whereas those with over 10 years of experience demonstrate lower satisfaction in this area. Table 4 illustrates the outcomes of the post hoc test concerning the differences in experience related to Organisational Growth.

Table 4

Experience wise differences on Organizational Growth

Experience	Subset for alpha = 0.05	
	1	2
> 10 years	3.32	
< 2 years		3.73
5 to 10 years		3.73
2 to 5 years		3.76
p-value	1.000	0.546

IT employees with less than 2 years, 5-10 years, and 2-5 years of experience in subset-2 show no significant differences in their adaptability to Organisational Growth. However, they do exhibit significant differences when compared to the employees in subset-1, who have more than 10 years of experience, in relation to the same aspect. The IT employees in Subset-2 exhibit a higher level of satisfaction regarding Organisational Growth.

Designation

The individuals employed as Managers in the IT organisation achieved the highest mean value of 3.78, while the lowest mean value was recorded by those in Associate/Team member positions at 3.33. Observations indicate that Managers exhibit a higher level of satisfaction regarding Organisational Growth, whereas Associate/Team members within the IT industry demonstrate lower satisfaction levels concerning the same aspect. Table 5 illustrates the outcomes of the post hoc test concerning the differences in designations related to Organisational Growth.

Table 5

Designation wise differences on Organizational Growth

Designation	Subset for alpha = 0.05	
	1	2
Associate/Team member	3.33	
Others		3.71
Team leader		3.75
Managers		3.78
p-value	1.000	0.083

Subset-1 consists of respondents holding the designation of Associate/Team member. They do not show significant differences in terms of Organisational Growth when compared to their peers. However, they do exhibit significant differences when compared to the group of Team leaders, Managers, and other positions in subset-2 concerning the same aspect. The respondents in subset 2 demonstrate a higher level of satisfaction regarding Organisational Growth.

Monthly income

The individuals earning Rs.25,000 to 50,000 per month have achieved the highest mean value of 3.83, while those earning between 50,000 to 1,00,000 have recorded the lowest mean value of 3.24. It has been noted that IT employees with monthly earnings between Rs.25,000 and 50,000 exhibit higher levels of satisfaction regarding Organisational Growth, whereas those earning between Rs.50,000 and 1,00,000 show lower satisfaction levels in this area. Table 6 illustrates the outcomes of the post hoc test concerning the variations in monthly income related to Organisational Growth.

Table 6

Income group differences on Organizational Growth

Monthly Income	Subset for alpha = 0.05	
	1	2
Rs.50,000 to 75,000	3.64	
Rs.75,000 to 1,00,000		3.64
Above Rs.1,00,000		3.73
Below Rs.25,000		3.79

Rs.25,000 to 50,000		3.83
p-value	0.092	0.146

Subset-2 includes IT employees whose income ranges from Rs.75,000 to Rs.1,00,000. The groups earning above Rs.1,00,000, below Rs.25,000, and between Rs.25,000 to Rs.50,000 do not show significant differences in relation to Organisational Growth. However, they do exhibit significant differences when compared to IT employees earning between Rs.50,000 to Rs.75,000 in this context. The data suggests that the individuals in subset-2 are experiencing enhanced Organisational Growth.

CONCLUSION

Charismatic leadership, in the context of organisational growth, must skillfully harness its appeal while recognising and capitalising on the strengths of team members. By setting practical and attainable strategic objectives rooted in realism, influential leaders can steer their teams towards successfully achieving these aims. In pursuing this, they ought to focus on accomplishing immediate goals and reducing systemic risks, consistently aligned with the broader strategic aims of the organisation. The findings indicate that factors associated with Charismatic Leadership—such as Presence, Inspiration, Communication, Appearance, and Self-esteem in an online context—play a significant role in driving Organisational Growth. It is also inferred that Presence, followed by Self-esteem and Inspiration, have a greater impact on Organisational Growth. A notable impact of age, experience, designation, and monthly income on organisational growth has been identified. Nevertheless, a notable impact of gender, marital status, and education on Organisational Growth has not been identified. The findings indicate that IT employees aged 31-40 express a higher level of satisfaction regarding Organisational Growth, in contrast to their counterparts aged 21-30, who report lower satisfaction levels in this area. It has been noted that IT employees with 2 to 5 years of experience exhibit higher levels of satisfaction regarding Organisational Growth, whereas those with over 10 years of experience tend to show lower satisfaction in this area. It has been noted that Managers exhibit a higher level of satisfaction regarding Organisational Growth, whereas Associate/Team members in the IT industry show a lower level of satisfaction with the same aspect. It has been noted that IT employees with monthly earnings between Rs.25,000 and 50,000 exhibit higher satisfaction regarding Organisational Growth, whereas those earning between Rs.50,000 and 1,00,000 show lower levels of satisfaction in the same area. Innovative thinking, clear goal-setting, motivation, employee empowerment, crisis management, and adaptability in ever-changing IT environments significantly influence organisational growth. This is reflected in increased employee engagement and retention, higher rates of innovation driven by inspiration, a strategic vision, and improved client satisfaction through effective communication and relationship management.

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