Influence of charismatic and transformational leadership on the organizational performance of network marketers in Tagum City

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Abstract

In the community of network marketing org, leadership, particularly charismatic and transformational, influences organizational performance. This study aimed to determine which domain of charismatic and transformational leadership significantly influences organizational performance. The researcher utilized a descriptive non-experimental research design utilizing correlational with regression analysis. Total of two hundred fifteen network marketers in Tagum City were the respondents of the study. The random sampling technique was employed in choosing the participants for the study. The Mean, Pearson r, and Multiple Regression Analysis were the statistical tools used in the study. This study revealed a high level of strategic vision and articulation, sensitivity to environment, sensitivity to members, personal risks, and unconventional behavior as indicators of charismatic leadership. Additionally, the study revealed a very high level of supportive leadership, intellectual simulation, inspirational communication, and personal recognition as indicators of transformational leadership. In addition, the level of organizational performance was very high regarding staff motivation, working environment, training development, and management involvement. The study also showed a significant relationship between charismatic leadership and organizational performance, as well as, transformational leadership and organizational performance among network marketers in Tagum City.

Keywords: network marketers, charismatic leadership, transformational leadership, organizational performance, Philippines

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1. Introduction

The growing field of public management has focused on the question of when and under what conditions management affects organizational performance. One of the critical success factors of organizational performance is leadership quality. To achieve the success of an organization, there is one factor that is providing quality service. Providing public sector services is sophisticated. It deals with meeting and finding out the needs, setting priorities, and allocating public resources. Public sector organizations are always pressured to provide service quality and improve efficiency (Ali et al. 2016). Network marketing is a marketing method which a company taps agents to reach potential customers. Being an agent in this kind of marketing endeavor can be challenging for it also gives emphasis with the kind of leadership to be used. It is evident that many college students have become networkers of various distribution companies in Tagum City. Considering that schooling is always demanding and that the students are in a dilemma as to which activities should be prioritized, or they effectively add up a profit to an organization that may signify productive sales and effort.

Although the influence of leadership on organizational performance has been studied in a variety of industries, empirical evidence focusing on the network marketing sector in the Philippines remains limited. While Trajanovska (2013) explored leadership perspectives in network marketing on a global scale, there is a lack of localized research addressing this dynamic industry in the Philippines. This study fills that study sought to examine how charismatic and transformational leadership styles influence network marketers' organizational performance in Tagum City. The primary aim of this study was to discover the impact of charismatic and transformational leadership towards the organizational performance of the network marketers; the study will attempt to achieve the following specific objectives:

➢ To describe the level of charismatic leadership of network marketers in terms of strategic vision and articulation, sensitivity to the environment, sensitivity to members, personal risks, and unconventional behavior.

➢ To describe the level of transformational leadership of network marketers in terms of supportive leadership, intellectual stimulation, inspirational communication, and personal recognition.

➢ To describe the level of organizational performance of network marketers in terms staff motivation, working environment, training development, and management involvement.

➢ To determine the significant relationship between charismatic leadership and organizational performance, and transformational leadership and organizational performance.

➢ To determine which domain of Charismatic Leadership and Transformational Leadership best predict Organizational Performance.

Additionally, this study provides valuable insights by identifying the domains of charismatic and transformational leadership that most significantly predict organizational performance in the Philippine network marketing industry. By emphasizing this distinct context, the study adds new data to the limited body of local literature and lays the groundwork for future network marketing leadership development programs.

Conceptual Framework
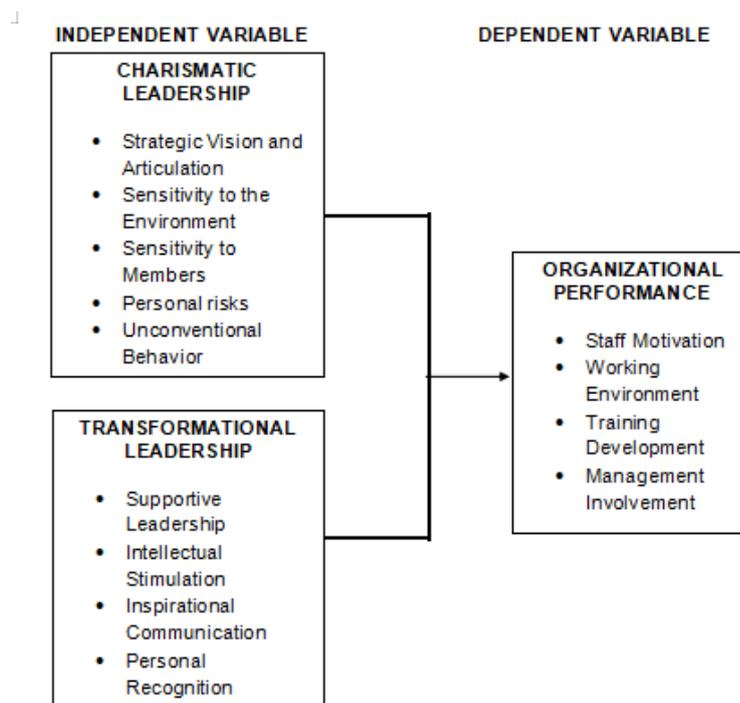
2. Review of Related Literature

Conger and Kanungo (1998) and Devarachetty (2017) found that charismatic leadership enhances motivation and performance by promoting a clear vision and instilling trust. Similarly, Bass and Riggio (2006) and Cherry (2020) show that transformational leadership promotes intellectual stimulation and personal recognition, resulting in increased innovation and engagement. This study integrates these ideas and applies them to the Philippine network marketing context, bridging a gap in local empirical research.

3. Materials and Methods

In this section, the methods that will be used in gathering all the necessary data are presented. As well as the research design, research subject which includes research instrument, respondents, the data gathering procedure and the data gathered and used by the researcher throughout the conduct of this study.

Research Design - The research is a quantitative, a descriptive non-experimental research design utilizing correlational with regression analysis. This method used correlation research and regression analysis, which generally measure if a relationship exists and find out the strength or level of the relationship between two or more quantifiable variables (Gay, Mills, & Airasian 2012). Moreover, regression analysis is a statistical tool that employs a quantitative approach to determine the nature of relationships among the studied variables (Dudovskiy 2016).

Research Respondent - The respondents who will participate in this study are the network marketers, up line or downline, male or female, ages 18-45 years old, from Frontrow International, Tagum Branch specifically at Mabini, St., Tagum City, Zynergia, Ground Floor, Boja Arcade, Rizal Street, Tagum City, and Nelshene Marketing, Obero Building, Tagum City. A total of two hundred fifteen (215) population will be considered as the minimum recommended size of total respondents of this study. This study excludes network marketers who worked with Frontrow International, Tagum Branch, Zynergia Incorporated, and Nelshene Marketing for not more than 6 months. Additionally, the respondents can withdraw anytime if they feel uncomfortable or threatened in the conduct of the study.

Research Instrument - The researcher will use an adapted and modified questionnaire as an inquiry device which gained widespread acceptance as a practical way of eliciting data to answer specific problems in the research. The questionnaire used in this study consists of three parts:

Part I: The questionnaire measured the respondents' level of charismatic leadership was measured using the 20-item of Conger and Kanungo charismatic leadership likert scale of strategic vision and articulation, sensitivity to the environment, sensitivity to members, personal risks, and unconventional behavior (Conger & Kanungo, 1998).

Part II: The questionnaire measured the respondents' level of transformational leadership was measured using the 13-item of McColl-Kennedy and Anderson transformational leadership likert scale of supportive leadership intellectual stimulation, inspirational communication, and personal recognition (McColl-Kennedy and Anderson, 2002).

Part III: Measured organizational performance of the company by using Mustaffa, 2012 scale of staff motivation, working environment, training development, and management involvement.

Statistical Tools - The following statistical tool that was be used in interpreting the data gathered by the researcher.

Mean. This will be used to measure the level of charismatic leadership, transformational leadership and organizational performance.

Pearson-r. This will be used to describe the significance relationship between charismatic leadership and organizational performance and transformational leadership to organizational performance.

Multiple Regression Analysis. This will be used to determine what particular domain of charismatic leadership and transformational leadership significantly influence organizational performance.

Ethical Consideration - Throughout the conduct of the researcher's study, there will be ethical issues and concerns that may arise. It will be determined that ethical standard would be strictly followed in respect to protocol assessments and standardized criteria. Informed consent was secured from all participants prior to data gathering. Participation was voluntary, and respondents were informed of their right to withdraw at any stage without penalty. Privacy and confidentiality were strictly maintained throughout the study.

4. Results

This part presents the results, analysis, and interpretation of the discoveries made in the study. The data is presented in both tabular and textual forms. All inferential results were analyzed and interpreted at a 0.05 level of significance. One of the independent variables in this study was charismatic leadership, with the following indicators: strategic vision and articulation, sensitivity to the environment, sensitivity to members, personal risks, and unconventional behavior.

Table 1 shows the summary of mean scores for the indicators of charismatic leadership for the network marketers in Tagum City. As shown, the overall mean score is 4.07, meaning charismatic leadership is high, with a standard deviation of 0.88. The result implies that charismatic leadership is much observed. Among the five indicators, sensitivity to members got the highest mean of 4.15 with a standard deviation of 0.94, followed by strategic vision and articulation with a mean of 4.14 and a standard deviation of 0.90, then sensitivity to the environment with a mean of 4.12 and a standard deviation of 0.88, next is personal risk with a mean of 3.97 and a standard deviation of 1.00, finally, the unconventional behavior with a mean of 3.96 and a standard deviation of 1.09.

Table 1
Level of Charismatic Leadership

Indicators	Mean	SD	Descriptive Equivalent
Strategic Vision and Articulation	4.14	0.90	High
Sensitivity to the Environment	4.12	0.88	High
Sensitivity to Members	4.15	0.94	High
Personal Risks	3.97	1.00	High
Unconventional Behavior	3.96	1.09	High
Overall	4.07	0.88	High

In accordance to the results of the study, it implies that charismatic leadership is much observed among network marketers in Tagum City. It is supported by the study of Devarachetty (2017), argues that charismatic leaders have mystique, they tend to have a high degree of personal presence and command attention through exceptional verbal or nonverbal communication styles that establishes sound organizational performances. Charismatic leaders can be prominent because their outlook is larger than life and they create situations that are fun, exciting, or inspiring. The second independent variable in this study was transformational leadership, with the following indicators: supportive leadership, intellectual simulation, inspirational communication, and personal recognition.

Table 2 shows the summary of mean scores for the indicators of transformational leadership for the network marketers in Tagum City. As shown, the overall mean score is 4.38, with a descriptive equivalent of very high and a standard deviation of 0.76. The **Inspirational Communication** gets a very high mean of 4.43 with a standard deviation of 0.78, followed by Personal Recognition at 4.41 with a standard deviation of 0.82. Following that is Supportive Leadership, with a mean score of 4.36 and a standard deviation of 0.82; and lastly, the Intellectual Simulation, with a mean score of 4.32 and a standard deviation of 0.84, and all indicators are described as very high. This means that the transformational leadership among network marketers in Tagum City is very much observed.

Table 2
Level of Transformational Leadership

Indicators	Mean	SD	Descriptive Equivalent
Supportive Leadership	4.36	0.82	Very High
Intellectual Simulation	4.32	0.84	Very High
Inspirational Communication	4.43	0.78	Very High
Personal Recognition	4.41	0.82	Very High
Overall	4.38	0.76	Very High

Based on the results of the study, it implies that transformational leadership is much observed among network marketers in Tagum City. It highlights that when leaders are able to engage and drive individuals, they feel more stimulated at work and experience a sense of contentment (Cherry 2020).

Table 3 shows the level of organizational performance among network marketers who worked with Frontrow International, Tagum Branch, Zynergia Incorporated, and Nelshene Marketing for not more than 6 months in terms of staff motivation, working environment, training development, and management involvement. The overall mean score is 4.22, with a descriptive equivalent of very high and a standard deviation of 0.75. It was derived from the successive mean scores computed from the highest to the lowest indicators: **Training Development** gets a very high of 4.33 with a standard deviation of 0.81, followed by Management Involvement at 4.28 with a standard deviation of 0.83; next is Staff Motivation, with a mean score of 4.22 and a standard deviation of 0.84; and Working Environment, with a mean score of 4.07 and a standard deviation of 0.80. Training Development, Staff Motivation, and Management Involvement are described as very high, while the Working Environment is described as high. Overall, this means that the transformational leadership among network marketers in Tagum City is very much observed.

Based on the results, organizational performance among network marketers is always observed. Similar to the study of Wang and Li (2016), the level of organizational performance for this study is also very high and observed at all times. Network marketing is an organization that delivers satisfactory items to employees, such as

promoting work enthusiasm, and has internal employees perceive being emphasized.

Table 3
Level of Organizational Performance

Indicators	Mean	SD	Descriptive Equivalent
Staff Motivation	4.22	0.84	Very High
Working Environment	4.07	0.80	High
Training Development	4.33	0.81	Very High
Management Involvement	4.28	0.83	Very High
Overall	4.22	0.75	Very High

The table 4.1 shows that all indicators of charismatic leadership on organizational performance has an average r-value of 0.777 and 0.6050 r^2 with 0.001 probability value and are less than 0.05 levels of significance. Thus, the null hypothesis of all indicators is rejected, which means that there is significant relationship between charismatic leadership and organizational performance. Further, table 4.2 shows that all indicators transformational leadership on organizational performance has an average r-value of 0.811 and 0.6573 r^2 with 0.001 probability value and are less than 0.05 levels of significance. Thus, the null hypothesis is rejected, which means that there is significant relationship between transformational leadership and organizational performance.

Table 4.1
Significance in the Relationship between Charismatic Leadership to Organizational Performance

Indicators	Dependent Variable	r-value	r^2	p-value	Decision
Strategic Vision & Articulation		0.834*	0.696	0.001	Reject H_o
Sensitivity to the Environment	Organizational Performance	0.807*	0.651	0.001	Reject H_o
Sensitivity to Members Needs		0.764*	0.583	0.001	Reject H_o
Personal Risk		0.761*	0.579	0.001	Reject H_o
Unconventional Behavior		0.718*	0.516	0.001	Reject H_o

*$p<0.05$

Table 4.2
Significance in the Relationship between Transformational Leadership to Organizational Performance

Indicators	Dependent Variables	r-value	r^2	p-value	Decision
Supportive Leadership		0.792*	0.627	0.001	Reject Ho
Intellectual Stimulation	Organizational Performance	0.790*	0.624	0.001	Reject Ho
Inspirational Communication		0.831*	0.691	0.001	Reject Ho
Personal Recognition		0.829*	0.687	0.001	Reject Ho

*$p<0.05$

Thus, the interdependence of the variables illustrates that there is a significant relationship between charismatic leadership and organizational performance, and transformational leadership and organizational performance among Network Marketers in Tagum City. The regression analysis on the domains of Charismatic Leadership that predicts Organizational Performance among Network Marketers in Tagum City is presented in Table 5.1. The computed F-value of 118.535 and p-value of 0.001 in the table indicate that charismatic leadership has a significant impact on organizational performance among network marketers in Tagum City.

The R-value of 0.860 indicates that charismatic leadership benefits organizational performance among network marketers. The overall R^2 is 0.739, indicating that 73.90% of the network marketers' level of charismatic leadership is explained by the influence of the following indicators: strategic vision and articulation, sensitivity to the environment, sensitivity to members' needs, personal risks, and unconventional behavior. The indicator of strategic vision and articulation has a beta of 0.459 and a p-value of 0.001, indicating that it has a substantial influence in predicting organizational performance since its probability is 0.001 less than the 0.05 level of significance. The third hypothesis, which states that no domain exists in charismatic leadership that strongly predicts the organizational performance among network marketers, is rejected on one indicator, the strategic vision and articulation.

Table 5.1

Regression Analysis on the Influence of the Domains of Charismatic Leadership on Organizational Performance

Independent Variable 1	Unstandardized Coefficients (B)	Standard Error (SE)	Standardized Coefficients (Beta)	t-value	p-value	Decision
(constant)	1.149	0.132		8.736	0 .001	
Strategic Vision and Articulation	0.384	0.062	0.459*	6.205	0 .001	Reject H_o
Sensitivity to the Environment	0.133	0.078	0.156	1.714	0.088	H_o is not rejected
Sensitivity to Member	0.101	0.060	0.126	1.671	0.096	H_o is not rejected
Personal Risks	0.083	0.057	0.111	1.455	0.147	H_o is not rejected
Unconventional Behavior	0.048	0.046	0.069	1.038	0.300	H_o is not rejected
Dependent Variable:		Organizational Performance				

*$p < 0.05$; R-value = 0.860; F-value = 118.535; R^2 = 0.739; p-value = 0.001

Moreover, it is important to note that the beta coefficient for strategic vision and articulation has risen to 0.459 when the impact on organizational performance is included. This observed rise in the beta coefficient emphasizes the significance of strategic vision and articulation as a valid indicator of charismatic leadership. Such a substantial beta coefficient emphasizes the increasing significance of this specific domain, implying that its influence on organizational performance transcends that of other charismatic leadership indicators in the context of network marketing. This nuanced insight extends to our understanding by emphasizing the vital role of strategic vision and articulation in creating favorable organizational performances among network marketers.

The regression analysis on the domains of Transformational Leadership that predicts Organizational Performance among Network Marketers in Tagum City is presented in Table 5.2. The computed F-value of 171.432 and p-value of 0.001 in the table indicate that transformational leadership has a significant impact on organizational performance among network marketers in Tagum City. The R-value of 0.875indicates that transformational leadership influences organizational performance among network marketers. The overall R^2 is 0.766, indicating that 76.60% of the network marketers' level of transformational leadership is elucidated by the influence of the following indicators: supportive leadership, intellectual stimulation, inspirational communication, and personal recognition.

Table 5.2

Regression Analysis on the Influence of the Domains of Transformational Leadership on Organizational Performance

Independent Variable 2	Unstandardized Coefficients (B)	Standard Error (SE)	Standardized Coefficients (Beta)	t-value	p-value	Decision
(constant)	0.422	0.148		2.847	0.005	
Supportive Leadership	0.142	0.061	0.155*	2.322	0.021	Reject H_o
Intellectual Stimulation	0.174	0.057	0.196*	3.069	0.002	Reject H_o
Inspirational Communication	0.261	0.073	0.271*	3.571	0 .001	Reject H_o
Personal Recognition	0.290	0.065	0.317*	4.470	0 .001	Reject H_o
Dependent Variable:		Organizational Performance				

*$p < 0.05$; R-value = 0.875; F-value = 171.432; R^2 = 0.766; p-value = 0.001

Based on the findings, all of the indicators of transformational leadership indicates that it has a substantial influence in predicting organizational performance since its probability is 0.001 less than the 0.05 level of significance.

The third hypothesis, which states that no domain exists in transformational leadership that strongly predicts the organizational performance among network marketers, is rejected on all indicators of transformational leadership. Moreover, a thorough evaluation of transformational leadership indicators provides compelling insights into their collective predictive power on organizational performance. In particular, each of the indicators, namely, supportive leadership, intellectual stimulation, inspirational communication, and personal recognition, shows a significant rise in beta coefficients, which measure their impact on organizational performance. The beta coefficients for supportive leadership, intellectual stimulation, inspirational communication, and personal recognition, in particular, have risen to 0.155, 0.196, 0.271, and 0.317, respectively. This consistent rise of all transformational leadership indicators emphasizes their combined significance as strong predictors of organizational performance. The significant increase in beta coefficients for each indicator emphasizes transformational leadership's holistic influence, underlining its complex and synergistic role in generating advantageous organizational performance.

5. Conclusions and Recommendations

This chapter presents the summary of the study, the conclusion based from the results and also the recommendations on the future study that could be done in connection with this study.

Conclusion - According to the study, charismatic leadership, as well as, transformational leadership significantly influenced organizational performance among network marketers. The level of charismatic leadership is high for strategic vision and articulation, sensitivity to the environment, sensitivity to members, personal risks, and unconventional behavior, and the overall mean is high, which means that the charismatic leadership is much observed. On the other hand, the level of transformational leadership is very high for supportive leadership, intellectual stimulation, inspirational communication, and personal recognition, and the overall mean is very high, which means that the transformational leadership is much evident.

Staff motivation, training development, and management involvement are all at very high levels of organizational performance. The indicator working environment, on the other hand, shows a mean equivalent of high. Overall, the indicators indicated that organizational performance was very high. This indicates that the organizational performance was very much observed to 215 network marketers in Tagum City, 112 from Frontrow Internationa, 75 from Zynergia, and 28 from Nelshene Marketing. There is a significant relationship between charismatic leadership and organizational performance, as well as, transformational leadership and organizational performance among network marketers. Moreover, it was found that all the five domains of charismatic leadership (strategic vision and articulation, sensitivity to the environment, sensitivity to members, personal risks, and unconventional behavior), have a significant contribution to the organizational performance among network marketers. With regards to the transformational leadership, all four domains (supportive leadership, intellectual stimulation, inspirational communication, and personal recognition) have significantly influenced to the organizational performance among network marketers.

Finally, the results of this study provide practical implications for managers and leaders in the network marketing industry. By understanding which leadership domains are most influential, practitioners can implement targeted strategies to enhance employee motivation, working conditions, and overall organizational performance.

Recommendation - Based on the findings and conclusion of the study, unconventional behavior has the lowest mean for the level of charismatic leadership, specifically to the first statement. Network Marketers engages in unconventional behavior in order to achieve organizational goals. This can be improved by allowing

network marketers to carry out unique work or come up with innovative ideas, which makes them more productive and feel safe because they enjoy what they do. It also enables them to be more creative in terms of sales strategy, which improves organizational performance among network marketers. This can be done by conducting capability training and workshops. Moreover, intellectual stimulation has the lowest mean of the level of transformational leadership, particularly to the third statement, it states that network marketers consider themselves not to be critical about creative ideas, in which it very evident or always observed based on the results of the study. It is vital to think critically since thinking creatively frequently necessitates exploring new options, finding fresh views, and employing unusual solutions. However, network marketers must also think technically in order for their creative ideas to become a reality and to pragmatically utilize all skills and knowledge learned throughout the activity or project. This will increase network marketers' organizational performance because they are likely to commit less mistakes and be more efficient and productive to their core.

On the other hand, working environment has the lowest mean of organizational performance among network marketers as manifested by the respondents. To improve organizational performance in a network marketing scenario, it is essential to have a proactive strategy to address difficulties within the work environment. Regular team meetings, feedback sessions, and spots for employees to vent issues and discuss innovative ideas may be implemented. Management Leaders can also promote a collaborative and mutual respect culture, ensuring that all team members feel heard and respected. Additionally, invest in ongoing training programs to provide network marketers with the most up-to-date industry knowledge and skills, supporting professional growth and adaptability. Organizations can build a suitable working environment that propels network marketers toward optimal organizational performance by emphasizing open communication, continuous learning, positive reinforcement, and adaptive procedures through technological resources and facilities.

Additionally, effective communication between a boss and employees or inside the organization, is vital for a productive and harmonious work environment. Anent, immediate supervisors or managers must listen actively, provide clear instructions and offer constructive feedback. Employees, in turn, should express concerns, share ideas, and seek clarification when needed. Furthermore, immediate supervisors or managers must communicate with their marketers on a regular basis by doing daily or weekly monitoring of their sales and overall organizational performance; if they meet the target, they should be rewarded with praise, feedback, or recognition, either monetary or affective. Otherwise, they ought to set up a re-mentoring seminar or workshop for marketers to examine their weaknesses and identify techniques to improve their performance.

Moreover, based on the findings, since there is a significant relationship between charismatic leadership and organizational performance, as well as, transformational leadership and organizational performance among network marketers, it is suggested that charismatic leadership should be taken into careful consideration to improve organizational performance by conveying feelings of passion and actively paying attention to employees through conducting a practical workshop or developing a training that enhances their skills and knowledge, since the likelihood of better performance increases in the organization. Furthermore, transformational leadership should be considered to improve organizational performance by creating a climate in which team members feel involved and important through team building activities and group discussions in which everyone can share their experiences and build connections with other marketers. However, among two independent variables, charismatic leadership has the lowest r-value. Network marketers can support the formal policy of the organization with its operational guidelines that help staff learn to enhance their leadership skills, at the same time, continue to improve work ethics and build a more harmonious working relationship among their co-workers. This might be raised to a more significant level by encouraging excellent leadership, proper training, high level of management involvement, good communication, teamwork, and valuing the organization's vision.

Additionally, every indicator of transformational leadership is constantly observed and significantly predict organizational performance. As a result, it is essential that every leader establishes a clear vision for their business to work toward and assures them that the vision is attainable. Future research studies should also focus on particular organizations in certain industries in order to uncover unique solutions to specific leadership

challenges. Finally, the findings of the study have clear practical significance for network marketing practitioners. Leaders and managers should prioritize training programs that focus on developing skills in strategic vision, inspirational communication, supportive leadership, and personal recognition, all of which have been proven improve organizational performance significantly. Regular capability-building workshops, mentorship programs, and team-building activities can help network marketers develop these leadership skills. Furthermore, this research has significant implications for students and future researchers who participate in network marketing while studying. Students who develop strong leadership skills early on can better balance academic and professional responsibilities, improve their sales performance, and gain practical experience that will benefit their future careers in business and management.

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