ANALYSIS OF CHARISMATIC AND VISIONARY LEADERSHIP MODELS

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ABSTRACT

Leadership is an important element in determining the direction and success of an organization. Two leadership models that are widely discussed in the context of modern organizations are charismatic and visionary leadership. This study aims to analyze the characteristics, advantages, shortcomings, and influence of the two leadership models on organizational performance and employee motivation. Charismatic leadership focuses on the leader's personal appeal, which is able to inspire followers through a strong personality and communication. Meanwhile, visionary leadership emphasizes the importance of a clear long-term vision and the ability to steer the organization toward strategic goals. This analysis uses a qualitative approach through literature review from various academic sources and case studies. The results of the analysis show that both models have a positive impact on the organization, especially in improving morale, commitment, and adaptation to change, although both also have potential risks if not balanced with a sound management system. These findings are expected to contribute to the development of effective leadership strategies in the context of dynamic and competitive organizations.

Keywords: *charismatic leadership, visionary leadership, motivation,*

ABSTRAK

Kepemimpinan merupakan elemen penting dalam menentukan arah dan keberhasilan suatu organisasi. Dua model kepemimpinan yang banyak dibahas dalam konteks organisasi modern adalah kepemimpinan karismatik dan visioner. Penelitian ini bertujuan untuk menganalisis karakteristik, kelebihan, kekurangan, serta pengaruh kedua model kepemimpinan tersebut terhadap kinerja organisasi dan motivasi karyawan. Kepemimpinan karismatik berfokus pada daya tarik pribadi pemimpin, yang mampu menginspirasi pengikut melalui kepribadian dan komunikasi yang kuat. Sementara itu, kepemimpinan visioner menekankan pentingnya visi jangka panjang yang jelas dan kemampuan untuk mengarahkan organisasi menuju tujuan strategis. Analisis ini menggunakan pendekatan kualitatif

melalui studi literatur dari berbagai sumber akademik dan studi kasus. Hasil analisis menunjukkan bahwa kedua model memiliki dampak positif terhadap organisasi, terutama dalam meningkatkan semangat kerja, komitmen, dan adaptasi terhadap perubahan, meskipun keduanya juga memiliki potensi risiko jika tidak diimbangi dengan sistem manajemen yang sehat. Temuan ini diharapkan dapat memberikan kontribusi bagi pengembangan strategi kepemimpinan yang efektif dalam konteks organisasi yang dinamis dan kompetitif.

Kata kunci: kepemimpinan karismatik, kepemimpinan visioner, motivasi

A. Introduction

In social life, both in the form of formal and non-formal organizations, there is always someone who is considered to have more abilities than others. A person who has more abilities is then appointed or appointed as a person entrusted to manage others. Usually such people are called leaders or managers. Leadership as one of the determinants of the direction and goals of the organization must be able to respond to the development of this era. A leader who cannot anticipate this changing world, or at least does not respond, is likely to put his organization in a situation of stagnation and eventually collapse. Leadership as one of the determinants of the direction and goals of the organization must be able to respond to the development of this era. A leader who cannot anticipate this changing world, or at least does not respond, is likely to put his organization in a situation of stagnation and eventually collapse. In society, in formal and informal organizations, there is always someone who is considered more than others. A person who has more abilities is then appointed or appointed as a person entrusted to manage others. Usually such people are called leaders or managers.

The impact of leadership style on the culture and success of the organization is enormous. In organizations led by charismatic leaders, a positive and energetic atmosphere often prevails, fostering a sense of togetherness and mutual enthusiasm. Team members can feel a strong connection due to the leader's attractive personality. Instead, visionary leaders form a culture that values foresight and long-term thinking, which encourages innovation

and adaptability. This can lead to a workplace that embraces change and is driven by a collective commitment to vision together. Ultimately, the influence of charismatic and visionary leadership transcends individual preferences, shaping the culture and trajectory of success throughout the organization.

B. Research methods

This research is a library *research,* which is research sourced from literature materials using a qualitative approach. In this case, the researcher explored a number of data, both primary and secondary data, with the following steps: reading and studying in depth primary data such as books, journals, articles, theses and dissertations related to the discussion of Islamic education in the era of globalization. (Yasmansyah & Husni, 2022)

The data collection method in this study is the collection of books, articles, journals, opinions in which it reveals and studies charismatic and visionary leadership, after all data is collected, then a sorting is carried out between books, articles, journals that discuss charismatic and visionary leadership.

Furthermore, the analysis was carried out deductively and inductively. Data analysis is a method used to process data obtained during research so that conclusions can be drawn.(Mulyadi & others, 2011)

After the data related to charismatic and visionary leadership has been collected, the researcher reveals through analysis with a descriptive analysis method. Descriptive is a method that uses the search for facts that are interpreted appropriately, while analysis is describing something carefully and in a directed manner.(Nurhasanah et al., 2021) The data that has been analyzed is then presented with a deductive method that departs from general theory to lead to a conclusion that is the answer to the formulation of this research problem.

C. Discussion

1. Charismatic leadership

Leadership is a form of human ability as an individual that can influence others to achieve a goal. This shows that certain aspects that exist in every human being have provided a leadership as a leader who can make others his followers.(Mattayang, 2019)

The leader is believed to be able to provide a change that can affect others in a different way and is felt to get a grace, has special advantages and can gather the community.

Romzi Al Amiri Mannan defines that charismatic leadership is leadership that has great influence so that it can move others who are led to become very strong followers. From this opinion, it can be understood that a person's charisma can be described as an advantage in a person of an individual personality that is well considered by his followers (Sagala & Sos, 2018). Followers often consider a leader as a person who can be a motivator and think they have extraordinary power, this is because they have the belief that a leader has an aura that can make others captivated.

Meanwhile, according to Max Weber, charisma is an "extraordinary" view, namely a charismatic leader has something very different from others and has a different lifestyle. Most will be spontaneous in stark contrast to stable and established social forms that are different from human beings in general, and are the source of new forms of view, and in sociology charisma is charismatic. This charismatic leadership theory successfully explains how leaders can influence subordinates in a sense of responsibility for all orders and rules made by leaders. This can be useful for building a trust from subordinates in the leader to be closer socially and psychologically. Since the charismatic theory is known to many people, they will know more closely the ways in which a charismatic leader uses his personal power.

2. Characteristics of a charismatic leader

1. Clear and Inspiring Vision

They have a strong vision of the future and are able to communicate that vision in a way that inspires their followers.(Marginingsih, 2016)

2. Excellent Communication Skills

Charismatic leaders are eloquent, persuasive, and able to convey messages in language that moves emotions.

3. High Confidence

They show strong belief in themselves and in their mission or purpose, thus being able to attract the trust of others.

4. Empathy and Care

Able to understand the feelings, needs, and aspirations of their followers. They often seem "close" to the people they lead.

5. Courage to Take Risks

They dare to take big decisions or bold steps for the sake of realizing their vision, even if it goes against the mainstream.

3. The impact of charismatic leadership

The Positive Impact of Charismatic Leadership

1) High Motivation

A charismatic leader is able to inspire and motivate his followers to achieve higher goals, even beyond initial expectations.

2) Follower Loyalty

This leadership style often creates a strong emotional bond between the leader and followers, increasing loyalty and dedication.

3) Change and Innovation

Charismatic leaders often dare to take risks and encourage innovation, making them suitable in situations of change or crisis.

4) Effective Communication

They are usually good at communicating, conveying their vision clearly and convincingly, so that followers can more easily understand the direction they are heading.

5) Positive Work Culture

The positive aura of a leader can form an energetic and passionate work culture.

4. The Negative Impact of Charismatic Leadership

1. Overdependence

Followers can become too dependent on the leader, thus losing initiative and independence.

2. Lack of Institutional Process

Decisions can be too focused on the leader, ignoring the formal structure or system of the organization.

3. Potential Abuse of Power

If not balanced with integrity, charismatic leaders can manipulate followers or abuse power for personal gain.

4. Difficult to Replace

When a leader leaves, there is often no comparable replacement figure, causing a leadership vacuum or instability.

5. Too Emotional

Focusing on emotions and personal relationships can obscure rational or objective judgments in decision-making.

5. Visionary leadership

One type of leadership is the visionary leadership style, a visionary leader is

able to create a vision of the future beyond his time and is creative. Visionary Leadership emerged as a response to the statement "the only thing of permanent is change" leaders have the ability to determine the direction of the future through vision. Vision is the idealization of thinking about the future of the organization communicated with stakeholders to be the key to organizational change that advances towards global competition.(Nugroho, 2014)

6. **The characteristics of visionary leadership include:**

    1. Have insight into the future. In this case, the leader has a detailed and clear framework of the vision to be achieved;

    2. Be brave, confident, and ready to take risks. Visionary leaders are able to read and analyze carefully and accurately about important events;(Aini et al., 2021)

    3. Able to invite others to cooperate in achieving the vision. This visionary leader is a figure who is

able to become a role model for the surrounding community;

4. Able to formulate a clear and inspirational vision. A visionary leader is a person who has a progressive vision and has a high commitment to the vision he carries;

5. able to turn vision into action. This means that visionary leaders are able to translate their vision into a mission to then become a reference for future programs;

6. Establish relationships effectively. This leader is very smart in building communication, motivating, and providing guidance and direction to his or her members;

7. Innovative and proactive. Visionary leaders have high innovation and creativity abilities. These leaders are able to read current opportunities and issues

about the organization. They usually jack up the old paradigm, and create a new paradigm that is more dynamic.

7. The role of visionary leaders

Burt Nanus revealed that there are four roles that visionary leaders must play in carrying out their leadership, namely:

1) The role of *the Direction Setter.*The implementation of this role is for visionary leaders to transform visions, motivate members/workers, convince people that the values in the organization are true, and fully support participation at every level to achieve the future;

2) The role of an *agent of change.* In the context of change, the external environment is the center of change. Economic, social, technological, and political systems are often constantly changing. Of course, customer needs will adjust to the wishes of stakeholders. Effective leaders must constantly adapt to these changes and think ahead about potential and changeable changes;

3) *Spokesperson.* A visionary leader must have expertise in capturing the "message" to the outside, and also have good public speaking skills. An effective leader is also someone who knows and appreciates all forms of communication available, in order to explain and build support for a vision for the future. Visionary leaders must be able to communicate the vision, transform the values of the vision so that all members can be inspired and motivated to carry out the vision. The vision presented must be "useful, engaging, and foster excitement about the future of the organization."

4) Coach . This role means that a leader must carry out group cooperation to achieve the stated vision. A leader must be able to maximize the potential of all "players" to collaborate, coordinate their activities or efforts, towards achieving the vision. Leaders, as coaches, always strive to focus

members/workers on the realization of the vision by directing, giving hope, and building trust among the players in the organization.(Lestari et al., 2023)

8. The impact of visionary leadership

1) A Clear Direction for the Future
Visionary leaders are able to create and communicate long-term visions that inspire and give direction to an organization or team.

2) Increase Motivation and Engagement
With a strong vision, employees feel part of something bigger, which increases morale and work engagement.

3) Driving Innovation and Change
Visionary leadership is well-suited to dynamic and change-demanding environments because it encourages long-term and innovative thinking.

4) Improved Organizational Performance
When vision translates into consistent strategies and actions, the results can be long-term growth and success.

5) Adaptive Organizational Culture

Visionary leaders encourage a culture that is open to change, learning, and continuous improvement.

9. The Negative Impact of Visionary Leadership

1) Lack of Focus on Daily Operations
Focusing too much on the future can lead leaders to ignore short-term problems and needs or routine operations.

2) Unrealistic or Unattainable VisionsIf the vision is too ambitious without a concrete plan, it can lead to frustration and loss of trust from followers.

3) Challenges in Implementation Big vision requires structural, cultural, and resource support. If not aligned, execution can fail even if the vision is very strong.

4) The Gap Between Leaders and TeamsSometimes leaders are too "in the cloud" (too idealistic), while teams are in different daily realities — this can create distance.

5) Dependence on LeadersJust like in charismatic leadership, sometimes the vision is deeply attached to one person, and if that person leaves, the

continuity of the vision becomes compromised.

E. Conclusion

Charismatic and visionary leadership are two leadership styles that are often considered complementary. Charismatic leadership focuses on a leader's ability to attract and inspire others through their personality and appeal. Meanwhile, visionary leadership emphasizes on the leader's ability to set the direction of the future and communicate that vision clearly and effectively. Charismatic and visionary leaders are ideally able to combine emotional and intellectual strength: they are not only personally captivating, but also have a clear direction for the future. Leaders like this can inspire trust and action, and lead meaningful and sustainable change. In the context of leadership in Indonesia, these two leadership styles have great relevance. Leaders who are able to combine charisma and a strong vision can be an effective agent of change in driving the progress of the nation.

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