

# THE INFLUENCE OF CHARISMATIC LEADERSHIP STYLE ON THE PERFORMANCE OF EMPLOYEES OF THE MINISTRY OF RELIGION, NORTH SUMATRA

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## ABSTRACT

*The performance of an effective employee arises because of the spirit of work that drives him. In an organization, it is the responsibility of a leader to encourage and direct his subordinates to provide optimal and quality work results. Effective leadership is the key to achieving excellence in an organization. This study aims to see and analyze the influence of the charismatic leadership style on employee performance. The subjects in this study were 150 employees of the Ministry of Religion. Measuring tools used in this study are the employee performance scale, and the leadership questionnaire scale. The data obtained were then processed using multiple regression analysis. The results showed that the charismatic leadership style simultaneously had a positive effect on employee performance with a value of  $F_{count} \geq F_{table}$  ( $3.533 \geq 1.97$ ) and a significance value of  $0.001 \leq 0.05$ . Charismatic leadership style is a dominant predictor in improving employee performance. The implications of this study indicate that to improve employee performance can be improved by charismatic leadership style variables in the organization.*

**Keywords :** *Employee performance, Charismatic Leadership Style, Ministry of Religion North Sumatra*

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## 1. INTRODUCTION

Organizations in carrying out their activities require various sources including human resources, machines, materials and others. In corporate organizations, human resources are usually referred to as employees, while in government agencies, human resources are often referred to as employees. Employees are the most important resource for organizations/agencies. This is because employees have the competence, experience, talent, energy, and creativity, which are needed in advancing the organization to achieve the maximum performance results expected by each organization [5].

An organization can develop because of the involvement of a leader who is can move. Leaders are intellectual actors who have a major role in an organization. The achievement of organizational goals is only possible because of cooperative efforts between workers, work teams, and leaders. Because there is a close relationship between the performance of workers, work teams, and work leaders which are embodied in organizational performance. In other words, if the performance of workers, work teams, and leaders is good, likely that the performance of the organization will also be good [13].

Effective leadership helps organizations achieve the required results which ultimately lead to higher levels of production and competitiveness. Among the many definitions that put forward the term leader, leadership is defined as the focus given to certain groups that help encourage compliance, can influence appropriate behavior, initiating structure, and shape persuasion [10]. This is in line with what garcía-morales [16] stated that leadership is considered a process by which a person can influence his followers. This is important because organizational goals

cannot be achieved without creating an environment or climate that will ultimately affect employee behavior, motivation, and attitudes.

Leadership theory attempts to identify behaviors associated with effective leaders. leadership theory focuses its attention on two aspects of leadership behavior, namely the function and style of leadership [15]. Some leadership styles such as managerial have proven to influence on effective leadership styles. However, this approach also failed to provide an answer about how effective leadership style is, both in terms of function and in terms of the type of leader that is ideal and appropriate for every manager in every situation, so that 'situational' theory and 'contingency' theory emerged. . The 'situational' theory views that effective leaders can be seen based on existing situations based on their performance such as tasks performed, skills and expectations of subordinates, organizational environment, skills and expectations of subordinates, past experiences of leaders and subordinates, and others.

In subsequent developments, leadership theories emerge, one of which is charismatic leadership theory. This leadership theory is considered to use a new paradigm [15]. Furthermore, this theory was developed by Conger & Canguo (1987) in their book entitled *The Attributional Charismatic Theory* and developed into charismatic leadership an organization (1998). owned by a leader that can differentiate it from other leaders, especially in terms of implications for inspiration, acceptance, and support for subordinates. The word charisma itself aims to explain how forms of influence are not based on tradition or formal authority but rather on the perception of subordinates that their leaders have extraordinary abilities [17].

A charismatic leader also influences in leading his employees. Where employees have confidence that what their leaders say is true, subordinates are willing to participate in what is ordered by the leadership, even subordinates feel affection for their leaders, want to be actively involved in group and organizational missions and they are also sure when they contribute from mission, they will succeed, thus giving a high influence on their performance. Employees also have extraordinary admiration for charismatic leaders, this is because subordinates think that their leaders have extraordinary abilities and are exemplary [15].

Empirical data states that charismatic leadership style has a positive influence on employee performance, but some do not have a significant effect. [11] stated in his research that charismatic leaders are leaders who have influence, inspiration, motivation and instill confidence in their employees. he also argues that, charismatic leaders tend to have more characteristics so that this is what differentiates them from other leaders. This is the key factor for the success of a business or organization. [14] in his research found that charismatic leadership has a significant influence on employee performance.

in his research concluded that charismatic leadership has a very large influence and contribution to organizational development [7]. Where, leaders with this type can develop creativity and critical thinking towards their subordinates. However, charismatic leadership also has a negative impact on followers. Where, followers are prone to fanaticism that leads to self-sacrifice and leaders are often more arrogant and not aware of social responsibility. This is because leaders do not give opportunities and freedom to their employees.

Based on the explanation above, this study intends to analyze the influence of the charismatic leadership style on employee performance.

## **2. RESEARCH OBJECTIVES**

The purpose of this study was to analyze the effect of charismatic leadership style on employee performance.

## **3. THEORY STUDY**

### **3.1. Employee Performance Theory**

basically performance is what is done and not done by employees when completing a job [9]. performance is the result of work obtained by employees both quantitatively and qualitatively according to the duties and responsibilities of employees [8].

### **3.2. Employee Performance Indicators**

That there are several indicators used to measure performance, including: quality, quantity, timeliness, cost effectiveness, need for supervision, interpersonal impact [1]. Another opinion states that there are three dimensions to measure performance, namely: task proficiency/quality, productivity, judgment and problem solving [3].

### 3.3. Charismatic Leadership Style Theory Charismatic

leaders tend to have high self-confidence and always have innovative strategies [3]. In this case, the confidence and enthusiasm of a charismatic leader can be transmitted to his followers. Leaders are able to convince subordinates by working hard together, they will be able to achieve a job targeted by the organization, so that the possibility of success will be even greater. Charismatic leaders have abilities that can play a role in bringing about change [4].

### 3.4. Charismatic Leadership Style Indicators

There are 3 stages of indicators/aspects used to measure charismatic leadership [3], namely:

1. Sensitivity to the Environmental Context which consists of environmental sensitivity, sensitivity to member need and does maintain the status quo.
2. The future vision which consists of articulating the vision and formulating the vision.
3. Implementation which consists of personal risk and unconventional behavior

From the above theories and research objectives, the following hypotheses will be proposed in this study:

H1: There is an influence between charismatic leadership style on employee performance.

## 4. RESEARCH METHOD

This study uses a quantitative research approach. In this study, researchers chose to analyze the influence of employee performance variables and charismatic leadership styles. The data sources used were obtained through scales that had been tested for validity and reliability, namely the employee performance scale and the organizational citizenship behavior questionnaire.

The population of this study is all Civil Servants of the Ministry of Religion in Indonesia. Meanwhile, the population used was 150 questionnaires for Civil Servants of the Ministry of Religion of North Sumatra. The variable used in this study is charismatic leadership style as an independent variable which is assessed from the perceptions of North Sumatra Ministry of Religion employees who tend to have high self-confidence and always have innovative strategies.

Employee performance as the dependent variable where employees have a record of the results obtained from certain job functions or activities over a certain period of time at the Ministry of Religion of North Sumatra. The statistical analysis used is the JASP program and the SPSS version 25.00 for windows.

## 5. RESULTS AND DISCUSSION

**Table 1:** Characteristics of Respondents

Characteristics of Respondents	Number of Respondents	Percentage
Early		
adulthood 18-40	years	28%
41-60 Middle adulthood	years	72%
Gender		

Male	98	65.5%
Female	52	35.5%
Work Unit		
Planning, Data and Information	10	6.7 %
Finance and State Property	11	7.3%
Civil Service and Law	15	10%
Organization, Administration and Religious Harmony	7	4.6%
General Affairs and Public Relations	9	6%
Madrasah Education	6	4
Religious Education and Religious Education	7	4.6%
Organizing Hajj and Umrah	13	8.7%
Islamic Religious Affairs	13	8.7%
Islamic Religious Information and Zakat Empowerment	21	14%
Christian Community Guidance	9	6%
Catholic Community Advisor	10	6.7%
Hindu Community Advisor	9	6%

Buddhist Community Advisor	10	6.7%
of Service		
Category	of Service	Percent age
<i>Early Career Stage</i>	1-2 years	12%
<i>Middle Career Stage</i>	3-10 Years	20.7%
<i>Late Career Stage</i>	>10 years	67.3%

Source: Processed research data

B Based on the data in Table 1, it is known from the organizations studied, the subjects who filled out the scale in the early adult period (age 18-40 years) were 42 people with a percentage of 28%. Meanwhile, in the middle adult period (age 41-60 years) there were 108 with a percentage of 72%.

The characteristics of respondents based on gender in the study were men, namely 98 subjects with a percentage of 65.5% and women as many as 52 subjects with a percentage of 35.5% from the table above we can conclude that the subjects filled in well, according to the number of samples, namely 150 people.

Based on the characteristics of the respondents, the work unit is classified into 14 sections. Where, Islamic religious information and zakat empowerment participated the most in this study, namely as many as 21 samples with a percentage of 14%

. fall into the category of Late Career Stage. Meanwhile, 31 respondents with a working period of 3-10 years with a percentage of 20.7% are included in the Middle Career Stage category, and then a working period of 1-2 years with a total of 18 subjects with a total percentage of around 12% which is included in the Early Career Stage category.

**5.1. Results of Underlying Assumptions Test (Screening Data)**

**Table 2: Results of Normality Test of One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		150
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.12097531
Most Extreme Differences	Absolute	.072
	Positive	.072
	Negative	-.047
Kolmogorov-Smirnov Z		.876



Asymp. Sig. (2-tailed)	.427
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a. Test distribution is Normal.

b. Calculated from data.

Source: Output Assasment of Normality, 2022

Table 2 shows the results of the normality test carried out by researchers using the Kolmogrov-Smirnov method, the results obtained are Exact Sig. 2 tailed namely  $p = 0.427$  where  $p \geq 0.05$ ) it can be stated that the tested data is normally distributed so that the normality test is fulfilled.

**Table 3:** Results of Linearity Assumption Test

Variable	F	Sig. Linearity	Description
of Employee Performance X Charismatic Leadership Style	1.202	0.295	Linear Relationship p

Source: *Output Assasment of Linearity, 2022*

From the test results above, we can see that there is a correlation between good variables between employee performance and charismatic leadership style with a value of  $F = 1.202$  where the significance value linearity of  $0.295$  where  $\geq 0.05$ . From the results of the SPSS trials above, we can conclude that there is a linear relationship between employee performance variables and charismatic leadership style.

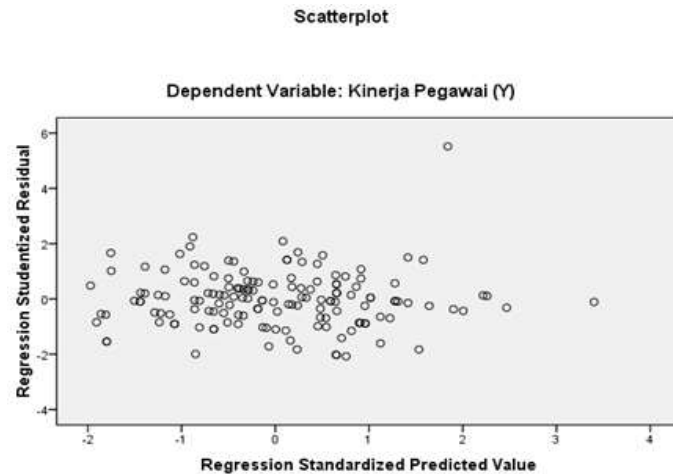
**Table 4** Results of Multicollinearity Assumptions Test

Statistics	Tolerance	Constant
	(	)
Charismatic Leadership Style (X1)	.	VIF

: Model

CollinearityThe VIF of Charismatic Leadership Style is 1.017, the VIF value of Openness to Experience is 1.010 and the VIF value of Consciousness is 1.007. Because all VIF values are  $< 10$ , we can conclude that multicollinearity does not occur.

**Table 5 :** Scaterplot Test Results with Scater Plot



We can see that based on Figure 4.7, there is no clear pattern, and the points spread above and below the number 0 on the Y axis, there is no heteroscedasticity.

## 5.2. The Effect of Charismatic Leadership Style on Employee Performance

The first hypothesis (H1) in this study is that there is a significant influence of charismatic leadership style on employee performance in the North Sumatra Ministry of Religion organization. From the results of the research data it was found that charismatic leadership style has a positive and significant influence on employee performance, this means that the higher the score obtained from the charismatic leadership style variable, the higher the employee performance in the organization. Vice versa, the lower the data results obtained from the charismatic leadership style variable, the lower the employee performance in the organization.

Leadership style is the most important thing in companies and organizations in achieving the goals desired by companies and organizations, leadership style also affects the performance of employees in companies and organizations. Leadership style is an action by an individual to influence someone [4]. The charismatic leadership style model has extraordinary appeal, energy and character to influence others, this is what makes followers feel happy to obey/subject to leaders, they believe that they can contribute to the success of organizational goals and have performance goals [6].

This charismatic leadership suggests that followers can have connections from the versatile leader's skills, if they always pay attention to the leader's behavior. The main characteristics of a charismatic leader is self-confidence. they have ideal goals towards a future that is better than the status quo able to express a clear vision, out of the ordinary behavior and strong beliefs about the vision. That charismatic leadership style has a very strong impact on his subordinates [17]. Where subordinates have full trust in the leader so that they accept the leader's decision without asking again. They have strong feelings and high loyalty to the leader. They believe they can make a good contribution to the progress of the organization in the future.

The results obtained are in line with the opinions of other researchers who suggest that a charismatic leadership style is a type of leadership that instills ideological values by articulating visions with better organizations [4]. Characteristics and behaviors in charismatic leadership become important determinants in leading. Charismatic leadership is more likely to have a strong need for power, self-confidence and behaviors and situations that explicitly link leadership to the performance of its employees [15]. Charismatic leadership style This type of charismatic leader has the power of attractive energy to influence others. So that he has a large number of followers [16]. In members of organizations or agencies led by charismatic people. regardless of the values espoused, the attitudes and behavior used by a charismatic leader, using autocratic subordinates, they still follow and remain loyal to a charismatic leader.

Based on the categorization, it shows that the charismatic leadership style in the organization is in the high category. This can explain that employees in the organization feel values that can be emulated from leaders in the

organization. This shows that employees in the organization are a friendly place where employees feel that their leaders can mentor and provide solutions when the organization experiences problems. So that this can make employees become loyal and can increase high commitment in the organization.

## 6. CONCLUSION

Based on the results of the analysis and interpretation of the data carried out in this study, we can draw the following conclusions:

1. In this study the hypothesis was stated to be accepted, this means that the charismatic leadership style has an influence on employee performance.
2. The charismatic leadership style has a significant influence on employee performance with an effective contribution of 17.8% at the Regional Office of the Ministry of Religion of North Sumatra Province, while 82.2% is influenced by other factors or variables.
3. In this study, the results obtained from the empirical mean and hypothetical mean concluded that the organization/company has an employee performance style assessment and a charismatic leadership style. This is clarified by the results of the empirical mean value which is greater than the hypothetical mean, namely the charismatic leadership style is 114 compared to 75 and employee performance is 38.39 compared to 36.
4. The subject's assessment of employee performance and charismatic leadership style in the organization studied falls into the category currently.

## 7. RECOMMENDATIONS

### 7.1. Methodological Suggestions

For future researchers who will conduct research with a similar theme, it is recommended to do the following:

1. When distributing research measuring instruments made using Google forms online with the aim of facilitating research. The researcher also worked with one of the employees of the North Sumatra Ministry of Religion, this caused the researcher to be unable to see and monitor directly. Therefore, for further research to be able to monitor the filling of the scale directly. So that the research scale can be spread as it should be for each employee.
2. For further research, it is expected to ask the organization for a list of subjects who will be used as research respondents, this aims to ensure that no subjects who will fill in the scale are missed.
3. In this study, researchers found that some respondents did not understand filling out the scale using the Google form. This may be due to the age factor, so the researchers provided a scale in manual form. For future researchers, it is hoped that the subjects who will fill out the scale using the Google form understand and understand the procedures for using it.

### 7.2. Practical Suggestions

1. Organizations often evaluate through tests and surveys. However, due to the Covid-19 pandemic, tests and surveys were conducted online. This is made to provide criticism and suggestions for the development of the organization. However, sometimes due to being busy working employees tend to forget and ignore the tests and surveys given. Suggestions for future researchers, so that the organization considers the circumstances and conditions of employees and provides a special time that is appropriate for employees to fill out the tests provided/provided by the organization.
2. The organization has a regular schedule for conducting training for its employees, in order to improve employee performance. However, due to the Covid-19 pandemic the organization implemented a system of if any training would be conducted. This causes the training that is made by the organization to be less than optimal, this is due to the large number of employees who are online but do not attend every session so that the material presented is not absorbed properly by employees. In addition, organizations also need to call trainers who are experts in their fields, so that training becomes more interesting. If conditions are conducive, it is better for the organization to also consider holding face-to-face/offline training by complying with all health protocols set by the government.



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