



## THE EFFECT OF CHARISMATIC LEADERSHIP, ORGANIZATIONAL COMMUNICATION AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE (CASE STUDY AT THE AL-QUR'AN WAQF BOARD, HEAD OFFICE JAKARTA)

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**Abstract:** *Research entitled "The Effect of Charismatic Leadership, Organizational Communication and Job Satisfaction on Employee Performance (Case Study on the Al-Quran Waqf Board at the Jakarta Head Office)" mission to know the influence of Charismatic Leadership, Organizational Communication and Job Satisfaction. on Employee Performance. This study's subjects were 61 employees who work at the Al-Qur'an Waqf Board at the Jakarta Head Office. The data obtained were analyzed using multiple linear regression with the help of the SPSS program version 23. Results show a positive and significant influence on the Organizational Communication Variables and Job Satisfaction Variables on the Performance of Employees who work at the Al-Qur'an Waqf Board at the Jakarta Head Office. However, there is an insignificant influence on the performance of the Al-Qur'an Waqf Board employees at the Jakarta Head Office. It is recommended that companies communicate vertically, especially downward communication, so that superiors communicate more frequently with subordinates and the company can set strategies in the form of a wage scale so that no employee feels disadvantaged, either new employees or old employees.*

**Keywords:** Charismatic Leadership, Organizational Communication, Job Satisfaction, Employee Performance.

### INTRODUCTION

The current development in the economy is increasingly competitive and requires organizations to develop all the potential that exists in their company to continue to innovate and continue to improve the company's good performance so that it can achieve the goals of the organization or company that gets profit (profit) and benefits society. To achieve the company's goals effectively, of course, it requires qualified human resources in accordance with their current fields.

Employee performance, namely the results of activities on the quality and quantity obtained by an employee in carrying out his obligations according to assigned responsibilities (Mangkunegara, 2014: 9). Three factors arise and affect employee performance. According to Gibson (2008: 123-124), is a factor of a person's variables consisting of skills and abilities,

background, and demographics.

The results of interviews with the Marketing Director highlight the parameters of concern in company performance, namely revenue targets and sales revenue. The acquisition rate in 2017 was 34% of the total target. Experienced an increased income in 2018 due to an increase in the number of branches but did not meet the target of Al-Quran Waqf Board. It can be seen from the percentage of acquisition in 2018, which is 42% of the total target. In 2019, the achievement of performance was only 19.5% of the total target. Income every year has increased; it's just that the number of branches is not comparable compared to the number of branches. This shows that the Al-Quran Waqf Board employees' less than optimal performance is necessary to improve employee performance. The low performance of employees requires serious efforts from the company.

Furthermore, there are differences in the results of several previous studies between charismatic leadership, organizational communication, job satisfaction, and employee performance. Based on the description above, the author will research "The Effect of Charismatic Leadership, Organizational Communication and Job Satisfaction on Employee Performance (Case Study on the Al-Qur'an Waqf Board at the Jakarta Head Office)."

Considering all the formulations of research problems described above, the objectives to be achieved in this study are to determine: (1) the influence of charismatic leadership affects employee performance at BWA; (2) the influence of organizational communication on employee performance at BWA; (4) the effect of job satisfaction has an effect on employee performance at BWA.

## **LITERATURE REVIEW**

### **Employee Performance**

According to Sedarmayanti (2013: 260), the designation of performance comes from the word Job Performance or Actual Performance, which is the actual achievement or achievement of a person. According to Armstrong and Baron in Wibowo (Wibowo, 2012: 7) Performance is work that has a strong display of organizational strategy, customer satisfaction, and economic contribution. So performance is about carrying out activities and the results achieved from that activity.

### **Charismatic Leadership**

According to the theory of charismatic leadership put forward by House in Robbins and Judge (2019: 259), members form heroic attributes or leadership abilities that charm them when noticing certain behaviors and tend to give these leaders strength. Charismatic leaders are leaders who have enormous appeal. Usually, he has a lot of followers and they are willing to work whatever is ordered.

### **Organizational Communication**

According to Wilson (2012: 360), a leader in an organization must have one of the skills: how the leader communicates effectively. According to Farace Monge and Russel in Pace and Faules (2010: 34), organizational communication is the process of collecting, processing, storing, and disseminating communication that enables the organization to function. Thus organizational communication is a process of delivering and receiving a message within the organization, which covers communication between leaders and

subordinates or opponents, communication between subordinates and superiors, and communication between fellow employees at the same level.

**Job Satisfaction**

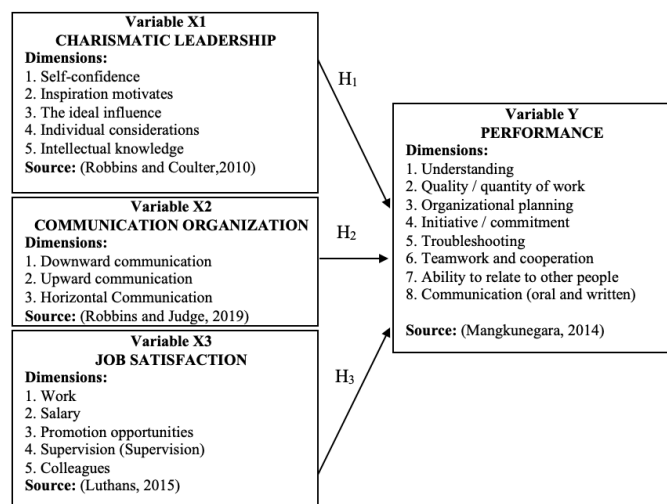
Satisfaction is a positive feeling about the job, which results from the evaluation of its characteristics. Someone with a high job satisfaction phase gets positive feelings about their activities, but someone with a low job satisfaction phase gets negative feelings (Robbins and Judge, 2019: 46). Likewise, Furnham et al. (2009) define job satisfaction as the extent to which they are satisfied with their work.

Research conducted by Budiadi (2016), in his research, shows that charismatic leadership affects employee performance in the Regional Government of Sukoharjo Regency because the large influence generated by leadership can change employee focus from personal focus to collective focus. This is shown through the performance of employees within the company. According to Rompas et al (2018), it arrays that leadership style has no effect on employee performance at the Southeast Minahasa Regency transportation service.

**Theoretical Framework**

results show that organizational communication affects the performance of employees of PT. Putri Panda Unit Ii Tulung Agung, East Java, Indonesia. So that the better organizational communication, the better employee performance will be. According to Rohmah (2017), it was found that organizational communication did not affect the employee performance of Dompot Dhuafa Republika employees.

According to Fu and Deshpande (2014), in their research, it arrays that job satisfaction has a positive and significant effect on employee performance in Chinese insurance companies. The more aspects of work that match the employee's wants and needs, the more employees work with enthusiasm, complete work on time, and feel comfortable at work. According to Febrial and Herminingsih (2020), it is found that job satisfaction does not affect the performance of employees of PT. Abyor International. Based on the explanation of the relationship between the variables described above, the authors compile a conceptual framework a



**Figure 1. Conceptual Framework**

## Hypothesis

Based on the research objectives, trouble formulation and theoretical basis above, the hypothesis proposed in this study are:

H1: Charismatic leadership has an effect on employee performance.

H2: Organizational communication has an effect on employee performance.

H3: Job satisfaction has an effect on employee performance

## RESEARCH METHOD

Researchers used a quantitative type of research. The research location was carried out at the Al-Qur'an Waqf Board at the Jakarta Head Office in the form of distributing questionnaires using a google form that had been prepared previously to conduct research. Meanwhile, the length of the research period was April-June in 2020. The study's target population were employees at the Head Office of the Al-Quran Waqf Board, totaling 158 employees and a sample of 61 respondents. This research's analysis method is validity test, reliability test, classical assumption test consisting of normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, and analysis of inter-dimensional correlation test, hypothesis testing.

## FINDINGS AND DISCUSSION

This study will explain the results of this study by descriptive statistics and inferential statistics using primary data obtained during the study.

### Validity and Reliability Test Results

The number of respondents in this study was 61, so the r table's value obtained through the Pearson product-moment r table with df (degree of freedpm) =  $n - 3$ , so  $df = 61 - 3 = 58$ , then  $r \text{ table} = 0.254$ . Data is declared valid if  $r \text{ count} > r \text{ table}$ . The reliable data can be seen from the Cronbach's Alpha value, and if the alpha value is  $> 0.60$ , then the data is reliable. Following are the results of data processing validity and reliability. Based on the results of data processing using SPSS 23, it is obtained as follows:

### Validity Test

**Table 1.**  
**Validity Test Variable Charismatic Leadership**

No	r Count	r Table	Desc
1	0,647	0,254	Valid
2	0,802	0,254	Valid
3	0,915	0,254	Valid
4	0,873	0,254	Valid
5	0,868	0,254	Valid
6	0,844	0,254	Valid
7	0,746	0,254	Valid
8	0,893	0,254	Valid
9	0,913	0,254	Valid
10	0,906	0,254	Valid
11	0,888	0,254	Valid
12	0,851	0,254	Valid
13	0,871	0,254	Valid
14	0,888	0,254	Valid

**Table 2.**  
**Validity Test Variables**  
**of Organizational Communication**

No	r Count	r Table	Desc
1	0,724	0,254	Valid
2	0,773	0,254	Valid
3	0,826	0,254	Valid
4	0,768	0,254	Valid
5	0,756	0,254	Valid
6	0,769	0,254	Valid

Source: Data processed in SPSS 23  
(2020)

**Table 3.**  
**Validity Test Variables of Job**  
**Satisfaction**

No	r Count	r Table	Desc
1	0,692	0,254	Valid
2	0,728	0,254	Valid
3	0,763	0,254	Valid
4	0,650	0,254	Valid
5	0,441	0,254	Valid
6	0,786	0,254	Valid
7	0,595	0,254	Valid
8	0,776	0,254	Valid
9	0,754	0,254	Valid
10	0,878	0,254	Valid
11	0,794	0,254	Valid
12	0,678	0,254	Valid
13	0,771	0,254	Valid
14	0,777	0,254	Valid
15	0,664	0,254	Valid
16	0,628	0,254	Valid

Source: Data processed in SPSS 23  
(2020)

**Table 4.**  
**Validity Test Variables of Employee**  
**Performance**

No	r Count	r Table	Desc
1	0,706	0,254	Valid
2	0,795	0,254	Valid
3	0,848	0,254	Valid
4	0,839	0,254	Valid
5	0,876	0,254	Valid
6	0,882	0,254	Valid
7	0,662	0,254	Valid
8	0,864	0,254	Valid
9	0,689	0,254	Valid
10	0,576	0,254	Valid
11	0,842	0,254	Valid
12	0,519	0,254	Valid
13	0,809	0,254	Valid
14	0,836	0,254	Valid
15	0,861	0,254	Valid
16	0,780	0,254	Valid
17	0,867	0,254	Valid
18	0,789	0,254	Valid
19	0,877	0,254	Valid
20	0,813	0,254	Valid

Source: Data processed in SPSS 23  
(2020)

## Reliability Test

**Table 5. Reliability Test**

Variabel	Cronbach Alpha	Standar	Description
Charismatic Leadership	0,973	0,60	Reliabel
Organizational Communication	0,861	0,60	Reliabel
Job Satisfaction	0,932	0,60	Reliabel
Performance Employees	0,966	0,60	Reliabel

Source: Data processed in SPSS 23 (2020)

## Classical Assumption Test Results

### Normality Test

To find out the classical assumptions of normality, only see the results of the Kolmogrov-Smirnov significance value. If the kolmogrov-Smirnov significance value  $\geq 0,05$ , it is stated that the data is normally distributed.

**Table 6.  
Normality Test**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		61
Normal Parameters	Mean	0,0000000
	Std. Deviation	10,19006111
	Absolute	0,137
Most Extreme Differences	Positive	0,063
	Negative	-0,137
Kolmogorov-Smirnov Z		1,068
Asymp. Sig. (2-tailed)		0,204
a. Test distribution is Normal.		

Source: Data processed in SPSS 23 (2020)

Seeing the table above, the significance value is greater than 0,05% of  $0,204 \geq 0,05$ .

### Multicollinearity Test

To test the classic assumption of multicollinearity, only see the results of the VIF value output, if the resulting VIF value is between 1-10 then multicollinearity does not occur. These results are as follows:

**Table 7.  
Multicollinearity Test**

Model	Collinearity Statistics	
	Tolerance	VIF
( Constant)		
Charismatic Leadership	0,317	3,156
Organizational	0,230	4,357

Communication		
Job Satisfaction	0,277	3,606

Source: Data processed in SPSS 23 (2020)

Seeing the table above, the VIF value of the Charismatic Leadership variable is 3,156, the Organizational Communication variable 4,357, the Job Satisfaction variable is 3,606, it can be concluded that there is no Multicollinearity.

### Heteroscedasticity Test

To determine the classical assumption of heteroscedasticity, only see the results of the Kolmogrov-Smirnov significance value. If the correlation results' significance value is less than 0.05 (5%), then the regression equation contains heteroscedasticity and vice versa means non heteroscedasticity or homoscedasticity.

**Table 8.**  
**Heteroscedasticity Test**

Variabel	Abs_Res (significant)
Charismatic Leadership	0,681
Organizational Communication	0,273
Job Satisfaction	0,244

Source: Data processed in SPSS 23 (2020)

Seeing the table above, the significance value of the correlation results from the charismatic leadership variable is 0,681, the organizational communication variable is 0,273 and the job satisfaction variable is 0,244. So it can be concluded that heteroscedasticity does not occur.

### F Model Test Results

To compare the significance value of F count > F table, then the model formulated is correct. If the value of F count > F table, it can be interpreted that the regression model is right, it means the effect is joint, by looking at the value of F table = F (k; nk), F (3; 61-3), F table (3; 58) = 2,76 with an error rate of 5% F test.

**Table 9. F Model Test Result**

Model	Sum of Squares	df	Mean Square	F	Sig.	Model
1	Regression	3600,546	3	1200,182	10,980	0,000 <sup>a</sup>
	Residual	6230,241	57	109,302		
	Total	9830,787	60			

a. Predictors: (Constant), charismatic leadership, organizational communication, job satisfaction.

b. Dependent Variable: employee performance

Sources: Data processed in SPSS 23 (2020)

Seeing the table above, the calculated F value is 10,980 with the F table value is 2,76 so that the calculated F Value > F table. So it can be concluded that there is an influence between Charismatic Leadership (X1), Organizational Communication (X2) and Job Satisfaction (X3) on Employee Performance (Y).

### Test Results the Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination (R<sup>2</sup>) essentially measures how far the model's ability to explain the dependent variable

**Table 10. Coefficient Determination Test (R<sup>2</sup>)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,649	0,421	0,390	9,67945

Predictors: (Constant), Leadership, Satisfaction, Communication

Sources: Data processed in SPSS 23 (2020)

Seeing the table above, the R Square value is 0,421 or 42%, this means that the employee performance variables that can be explained by the charismatic leadership, organizational communication and job satisfaction variable are 42% while the remaining 58% is explained by other factors that are not researched in this study.

### Hypothesis Test Results

#### Results of Multiple Linear Regression Analysis

**Table 11. Results of Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,002	0,338		5,921	0,000
1 Charismatic Leadership (X1)	0,004	0,186	0,004	0,023	0,981
Organizational Communication (X2)	1,318	0,534	0,460	2,470	0,016
Job Satisfaction (X3)	0,482	0,219	0,442	2,206	0,031

a. Dependent Variable: Employee Performance

Sources: Data processed in SPSS 23 (2020)

Output results in table 9. Obtained a = 2,002, B1 = 0.004, B1 = 1.318, B1 = 0.482, then the simple linear regression equation is

$$Y = 2,002 + 0.004 + 1,318 + 0.482$$

From the equation that is formed, the interpretation can be explained as follows:

- 1) a (constant) of 2,002 means that the variable of charismatic leadership (X1), Organizational Communication (X2), Job Satisfaction (X3) is in constant condition, then the employee performance (Y) is 2,002.
- 2) B1 of 0.004 means that if the charismatic leadership variable (X1) increases by 1 unit, the employee's performance (Y) will increase by 0.004.
- 3) B2 of 1.318 means that if the organizational communication variable (X2) increases by 1 unit, the employee performance (Y) will increase by 1.318.
- 4) B3 is 0.482, which means that if the job performance variable (X3) increases by 1 unit, then the employee's performance (Y) will increase by 0.482.

#### The Result of the t



Test t (Partial) can be seen in the output result table 9; the provision is if the value is significant  $> 0.05$  then  $H_0$  received  $H_a$  rejected, if the significant value  $< 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted. The value of the result of the charismatic leadership variable  $X_1 = 0.981 > 0.05$  means  $H_0$  is accepted and  $H_a$  is rejected then the Charismatic Leadership variable does not have a significant effect on Employee Performance Y, Organizational Communication  $X_2 = 0.016 < 0.05$  means  $H_0$  is rejected and  $H_a$  is accepted then the Communication Variable Organization  $X_2$  has a significant influence on Employee Performance Y, and Job Satisfaction  $X_3 = 0.031 > 0.05$  means  $H_0$  is rejected and  $H_a$  is accepted then the Variable Job Satisfaction  $X_3$  has a significant influence on Employee Performance Y.

## Discussion

### The Effect of Charismatic Leadership on Employee Performance

Robbbins and Judge (2019: 259) followers make heroic attributes or leadership power that fascinates when observing certain behaviors and tends to give these leaders strength. Charismatic leaders are leaders who have enormous appeal. Usually, he has a lot of followers and they are willing to work whatever is ordered.

The results obtained in multiple linear regression analysis with partial testing of charismatic leadership variables positively and indirectly affect employee performance variables. The results of this study help the results of the research conducted by Rompas, et al (2018), that leadership style has a positive and insignificant relationship with employee performance. The result of this test do not support the results of Cheng and Pan's (2019) research which states that charismatic leaders can indeed motivate employee to work. So from several explanations from experts related to charismatic leadership and research related to the influence of charismatic leadership on employee performance, it cannot strengthen the results of the hypothesis in this study, namely that charismatic leadership does not have a significant effect on employee performance, as well as justifying the hypothesis in previous research.

### The Effect of Organizational Communication on Employee Performance

The results obtained in multiple linear regression analysis with partial testing of organizational communication variables positively and significantly affect employee performance variables. This study's results support the results of research by Rukhmana, et al (2018), that organizational communication is positively and significantly related to the performance of employees of PT Putri Panda Unit in Tulung Agung.

### The Effect of Job Satisfaction on Employee Performance

The results obtained in multiple linear regression analysis with partial testing of the Job Satisfaction variable positively and significantly affect employee performance variables. This study's results support the results of research by Sawitri, et al (2016) that job satisfaction has a positive and significant effect on employee performance of the employees of Salam bin Abdul Aziz Al Aflaj University.

## CONCLUSIONS AND RECOMMENDATIONS

1. Charismatic leadership partially does not have a significant effect on the employee performance of the Al-Qur'an Waqf Board at the Jakarta Head Office.
2. Organizational communication partially has a significant effect on the performance of the

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Al-Qur'an Waqf Board employees at the Jakarta Head Office.

3. Job Satisfaction partially has a significant effect on the Employee Performance of the Al-Qur'an Waqf Board, Jakarta Head Office.

The suggestions given in this research are:

1. The variables of organizational communication and job satisfaction show a positive and significant influence, it is expected that the leadership of the Al-Qur'an Waqf Board to make company policies that can maintain the indicators of Organizational Communication and Job Satisfaction that exist today and are expected for the future, improved again improve employee performance to make it even more effective.
2. It is hoped that the next researchers will be able to add variables other than charismatic leadership, organizational communication and job satisfaction in order to better understand the variables that can affect employee performance.

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