



## The Influence of Charismatic Leadership, Recruitment and Organizational Culture on the Performance of Islamic Boarding School Employees Nurul Jadid Paiton

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### ARTICLE INFO

*Keywords:* Charismatic Leadership, Organizational Culture, Recruitment,

*Received:* 17, April

*Revised:* 19, May

*Accepted:* 21, June

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### ABSTRACT

Pondok Pesantren Nurul Jadid is one of the organizations engaged in general education and Islamic education. The aim of the organization is to provide general and Islamic education to students. This study aims to determine and analyze the influence of charismatic leadership, recruitment, and organizational culture on the performance of the employees of the Pondok Pesantren Nurul Jadid Paiton. The data analysis method used is multiple linear regression analysis. The results showed that charismatic leadership, recruitment, and organizational culture had a positive and significant impact on the performance of the employees of the Pondok Pesantren Nurul Jadid Paiton. Based on the results of the study, it can be concluded that charismatic leadership, recruitment, and organizational culture can affect the performance of the employees of Pondok Pesantren Nurul Jadid Paiton.

## **INTRODUCTION**

Pesantren is a traditional educational institution where students study and live under the guidance of teachers who are better known as kyai. The learning system in Islamic boarding schools initially used a madrasa system which was oriented towards broadcasting the Islamic religion, but now it has developed with the presence of formal education in Islamic boarding schools. This cannot be separated from the performance of an Islamic boarding school leader and employee who always improves their quality so that the Islamic boarding school becomes more advanced and developed. Organizations want their employees' performance to be good for the benefit of the company's profits, while workers have an interest in self-development and work promotion. Good employee performance is also applied in organizations such as the Nurul Jadid Islamic Boarding School to achieve its goals. Performance can be influenced by charismatic leadership, one of which is the Kyai leadership style. Charismatic leadership has a strong influence on the progress and decline of an Islamic organization such as Islamic boarding schools.

Another thing that can influence performance is the recruitment process in an organization. Failure to implement the employee recruitment system will have an impact on employee performance and the process of achieving company goals. The success of the Nurul Jadid Islamic Boarding School cannot be separated from the role of its Leaders and Employees, where Islamic Boarding School employees are recruited through internal and external sources.

Apart from that, organizational culture can also influence employee performance in the organization. Organizational culture in Islam is a system of values and beliefs originating from Allah and the Prophet Muhammad SAW which are shared and applied in work and behavior in interacting with people in the organization. This value can help direct employees to give their best so that it can influence increased performance.

## **LITERATURE REVIEW**

### **Charismatic Leadership**

Terry and Rue (2005) leadership is the ability of a person or leader to influence the behavior of other people according to their wishes in certain circumstances. Leadership means using influence to motivate employees to achieve organizational goals. Solikin et al (2017) say that leadership is a person's ability to influence and motivate other people to do something according to a common goal. Leadership includes the process of influencing in determining organizational goals, motivating follower behavior to achieve goals, and influencing to improve the group and its culture. Leadership is a formal position, which requires receiving facilities and services from the constituents who are supposed to be served. A leader must be able to make decisions in any situation, whether special situations.

Leaders must be able to evaluate the work of workers and assess the abilities of each worker and how committed the worker is to the work being carried out. The leader's behavior tends towards two things, namely: consideration and initiation structure. According to Pamudji in Nurhayati (2012), leadership exists in every group business or has a strategic position in group or organizational activities. Leadership is the ability to move or mobilize people toward the goals desired by the leader. A leader is a strategic position where every direction is an obligation that must be carried out by workers. A good leader can move and direct an organization's goals.

According to Conger and Kanungo (1987) in Yukl (2010) said that charisma is a phenomenon of recognition, the quality of a charismatic leader is determined by the leader's behavior and skills and aspects of the situation. According to Marginingsih (2016), charismatic leadership is a type of leadership that can influence the values of its members. The values conveyed can have an emotional influence on members so that these values can be implemented by the members. Charismatic leadership in an organization can provide a positive influence on the sustainability of the organization it leads so that it can change the attitudes, values, and behavior of members consistently. According to Jamaludin (2017), the advantage of this charismatic leadership style is that it can attract people. Followers are fascinated by the charismatic leader's way of speaking which can inspire the enthusiasm of his followers. Usually, leaders with this style are visionaries and these leaders enjoy change and challenges

Yukl (2010) said that charismatic leadership has behavior that influences the attitudes and behavior of its followers, namely conveying an attractive vision, using strong and expressive forms of communication when conveying the vision, taking own risks, and making self-sacrifice to achieve the vision, conveying high hopes, showing optimism and confidence in followers, modeling behavior consistent with the vision, managing followers' impressions of the leader, building identification with the group or organization, and empowering followers.

### **Rekrutmen**

According to Iskarim (2017), recruitment is a process or action taken by an organization to obtain quality employees who can occupy certain positions that are needed by the organization itself. Recruitment is usually carried out by the human resources department and this department is responsible for most of the recruitment activities. Top management can be involved in preparing general policies only, such as determining recruitment locations, recruitment costs, and determining the objectives of the organization's work agreement. Pusparani (2018) explained that the recruitment process in a company must implement a method in it. The method in question is an action implemented by the company where it has been chosen which one is most appropriate to implement. Each company has and applies different methods according to its needs. Recruitment methods will have a big influence on the number of applications that enter the company.

Based on the definitions above, it can be concluded that recruitment is a company activity designed by the human resources department based on consideration of employee criteria that are needed by the company. Usually before recruiting, the human resources department carries out a human resource planning analysis and collects some information or data about the jobs that require employees. According to Simamora (1997), two recruitment sources can be used, namely, internal sources and external sources. Internal sources relate to employees currently in the organization, while external sources are individuals who are not currently employed by the organization or people outside the company. Companies can consider these two sources in obtaining employees because both sources have their respective advantages and disadvantages.

According to Hasibuan (2010), there are two recruitment methods, namely closed and open methods. Closed-method recruitment is a way for companies to attract employees by informing only certain employees or people. This causes the number of applications received to be small, making it difficult to find good employees. Meanwhile, open-method recruitment is a way for companies to look for employees by informing them widely. With this open method, the number of applications entering the company will be greater, so that the company has the opportunity to get good employees.

### **Organizational culture**

According to Hakim (2011), organizational culture is a system of shared values and beliefs inspired by beliefs and habits that interact with a company's people, organizational structure, and monitoring systems to produce behavioral norms. In other words, organizational culture is an action created from the habits of an individual. According to Sangita, et al (2018), organizational culture is the organization's guidelines that employees believe in socializing with the company's internal and external environment. Koesmono (2005) said that organizational culture is a philosophy, ideology, values, assumptions, beliefs, hopes, attitudes, and norms that are shared and binding within a particular community.

Hakim (2011) said that the culture of Islamic organizations is "justice". Justice here is understood by a Muslim when working, he must obey Islamic sharia (God's law) and follow the instructions of the Prophet Muhammad, not according to his desires or in a false way to pursue maximum profit. Islamic organizational culture is an organizational culture that is built through the values and principles of Islamic teachings. The values or principles of Islamic teachings come from Islamic concepts, namely monotheism, caliphate, and justice, and Islamic characteristics, namely, work is worship, work is based on the principle of benefit and benefit, work optimizes the ability of reason, works with full of confidence and optimism, working with a balanced attitude, and working by paying attention to halal elements and avoiding haram elements (Hidayah, 2014).

From the definition above, it can be concluded that Islamic organizational culture is a culture created in a work environment that is by Islamic values or norms, for example, the culture of praying before work. Islamic organizational culture is usually widely applied in Islamic institutions such as Islamic boarding schools. According to Robbins (2012), there are seven dimensions of organizational culture, namely having innovation and the courage to take risks (Innovation and risk-taking), having attention to detail (Attention to detail), being results-oriented (outcome orientation), and being people-oriented (People orientation). , team orientation (Team orientation), aggressive attitude (Aggressiveness), and stability (Stability).

### **Performance**

Sari and Hady (2016) say that performance is the result of employee work as a whole or during a certain period both in quality and quantity based on predetermined and agreed criteria. Employee performance is the result of work or the level of achievement of results based on the quality, quantity, and ability of an individual in carrying out or doing a job so that it can be measured using performance indicators that have been determined to achieve organizational goals by the functions and responsibilities given to an employee ( Kusuma, 2013).

Employee performance can be interpreted as a measure or indicator for assessing employees. This assessment is usually related to targets and is used as a benchmark for increasing employee salaries or positions. Employee performance can be influenced by many things, for example, leadership, salary, and so on. According to Bangun (2012:233), several benefits of performance appraisal are evaluation between individuals in the organization, self-development of each individual in the organization, system maintenance, and documentation. Indicators of performance itself are the amount of work, quality of work, punctuality, attendance, and ability to work together.

### **METHODOLOGY**

The research carried out is explanatory research where the research aims to explain the relationships between one variable and other variables. In this research, the influence of the application of charismatic leadership, recruitment, and organizational culture on the performance of Nurul Jadid Paiton Islamic boarding school employees is explained. The population of this research is the 742 employees of the Nurul Jadid Paiton Islamic Boarding School. This research took several members of the population to be used as samples using a non-probability sampling technique, namely Purposive Sampling, which is a technique for determining samples with certain considerations. The results of considerations based on predetermined criteria, the number of samples taken was 72 Nurul Jadid Islamic Boarding School employees.

The variables in this research are the independent variables consisting of the variables charismatic leadership (X1), recruitment (X2), and organizational culture (X3). Apart from that, there is a dependent variable, namely Performance (Y). The type of data used in this research is quantitative qualitative data. Data was obtained through a questionnaire, which was then processed using appropriate statistical methods and reinterpreted qualitatively. The data source for this research is primary data obtained by researchers in the form of direct answers from sources or respondents using questionnaires, data from companies, and the official website of the Nurul Jadid Paiton Islamic Boarding School. Apart from that, there is also secondary data obtained through intermediaries such as previous research and literature studies.

The data collection techniques used were interviews, questionnaires, and a literature study. Interviews were conducted with direct questions and answers to the parties concerned to dig up some information related to charismatic leadership, employee recruitment, and Islamic organizational culture for respondents to get answers that could support the research. Distribution of the questionnaire was carried out by providing a statement sheet that had been prepared by the researcher for each respondent to fill in and submit back to the researcher. The measurement scale used when distributing the questionnaire is a Likert scale with five scales. Literature studies are used to gain knowledge and to support the research carried out. Sources for library studies include books, articles, and journals.

The data analysis technique used is multiple linear regression with the help of SPSS 16 software. This analysis aims to determine the relationship between the dependent variable (Y), namely employee performance, and the independent variable (X) which consists of charismatic leadership (X1), recruitment (X2), and organizational culture (X3), as well as to determine the degree of relationship between these variables. Before carrying out multiple linear regression analysis, the questionnaire was tested using validity and reliability tests. Apart from that, a data normality test was also carried out to find out whether the data obtained had a normal distribution or not. Next, a multicollinearity test and heteroscedasticity test were carried out on the multiple linear regression model, because a good regression model is a model in which multicollinearity and heteroscedasticity do not occur.

## **RESEARCH RESULT**

### **Results of Multiple Linear Regression Analysis**

This multiple linear regression analysis aims to determine the relationship between the dependent variable (Y), namely employee performance, and the independent variable (X) consisting of charismatic leadership (X1), recruitment (X2), and organizational culture (X3), as well as to determine the degree of relationship between these variables. The following are the results of multiple linear regression analysis:

**Table 1. Results of Multiple Linear Regression Analysis**

Variable	Koefisien Regresi	Sig.	Information
Constant	-4.759		
Charismatic Leadership (X1)	.327	.010	Signifikan
Recruitment (X2)	.267	.037	Signifikan
Organizational Culture (X3)	.435	.001	Signifikan

From the results of the multiple linear regression analysis above, the following multiple linear regression equation can be obtained:

$$Y = - 4.759 + 0.327X1 + 0.267X2 + 0.435X3$$

The results of the analysis of multiple linear regression equations for each research variable can be explained as follows.

- a. The constant value in the model is -4,759 which is negative, this shows that if the independent variable value is 0 then employee performance will decrease by 4,759.
- b. The charismatic leadership coefficient value (X1) is  $B1 = 0.327$ , this value is the magnitude of the contribution of charismatic leadership (X1) in influencing employee performance (Y). The regression coefficient value of 0.327 indicates that charismatic leadership (X1) has a positive effect on employee performance (Y).
- c. The recruitment coefficient value (X2) is  $B2 = 0.267$ , this value is the magnitude of the contribution of recruitment (X2) in influencing employee performance (Y). The regression coefficient value of 0.267 indicates that recruitment (X2) has a positive effect on employee performance (Y).
- d. The coefficient value of organizational culture (X3) is  $B3 = 0.435$ , this value is the magnitude of the contribution of organizational culture (X3) in influencing employee performance (Y). The regression coefficient value of 0.435 indicates that charismatic leadership (X1) has a positive effect on employee performance (Y).

## DISCUSSION

### The Effect of Charismatic Leadership on Performance

The results of the multiple linear regression equation in testing the first hypothesis shown in table 5 show that the regression coefficient is 0.327. This shows the large contribution of the charismatic leadership variable to performance. The significance value in the test results shows a value of 0.010, which is smaller than the alpha value of 5%. This shows that the charismatic leadership variable has a significant influence on the performance of Nurul Jadid Paiton Islamic Boarding School employees. The results of this research are also in accordance with previous research conducted by Setiawan (2018), Umaroh (2014), and Watkaat (2012) which stated that charismatic leadership positive and significant effect on performance

Based on the findings in the field, shows that the charismatic leadership possessed by the leader of the Nurul Jadid Paiton Islamic Boarding School influences employee performance. Charismatic leadership is demonstrated by the obedience of every employee to the Islamic boarding school leader. This obedience has been ingrained in the employees because according to them the figure of a leader in an Islamic boarding school has its charisma which is a gift and an Islamic boarding school leader has gained a lot of trust among the surrounding community. This provides compliance with everything the leader orders to his subordinates so that employees always obey and do well in every task given. Another proof of the charismatic leadership possessed by KH. Abd Wahid Hamid is the motivation he always gives to his employees.

The motivation provided includes rewards and several motivations to work optimally. One of the rewards given by leaders is work promotions to employees who have good performance. Emotional closeness is also a characteristic of charismatic leadership at the Nurul Jadid Paiton Islamic Boarding School, in the interview process several employees answered that they felt happy with their closeness to the leader. This is proven by the existence of several intimate activities that leaders and employees carry out, one of which is taking religious tourism trips. In this way, employees feel motivated to work optimally and can work together to achieve organizational goals.

### **The Effect of Recruitment on Performance**

The results of the multiple linear regression equation in testing the second hypothesis shown in Table 5 show that the regression coefficient is 0.267. This shows the large contribution of recruitment variables to performance. The significance value in the test results shows a value of 0.037, which is smaller than the alpha value of 5%. This shows that the recruitment variable has a significant influence on the performance of Nurul Jadid Paiton Islamic Boarding School employees. The results of this research are also by previous research conducted by Oaya, et al. (2003), Rahmany (2018), Kepha (2014), Isnawati (2017), Latif (2018), and Omolo, et al. (2012) which shows the results that recruitment has a significant influence on performance.

Based on the findings in the field, shows that the recruitment implemented by the Nurul Jadid Paiton Islamic Boarding School influences the performance of its employees. One example of implementing recruitment at the Nurul Jadid Paiton Islamic Boarding School is determining the qualifications of prospective employees and publishing employee recruitment at the Nurul Jadid Paiton Islamic Boarding School. Determining the qualifications of prospective employees at the Nurul Jadid Paiton Islamic Boarding School is prepared by the personnel department which is approved by the Islamic boarding school leader.



In carrying out the process of compiling the qualifications of prospective employees, the personnel sector does not determine its own criteria for each position/field. The personnel sector held several discussions with several employees of educational institutions under the auspices of the Nurul Jadid Paiton Islamic Boarding School and several head office employees. Discussions were held with employees at the Nurul Jadid Paiton Islamic Boarding School Educational Institution, namely discussing the qualifications of candidates for teaching staff/teachers that they needed at each institution, while for general employees it was discussed with several head office employees. The actions taken by the personnel sector at the Nurul Jadid Paiton Islamic Boarding School were very appropriate because by having this discussion, the personnel sector could minimize the risk of errors in determining the qualifications of candidates for each field of work.

Determining the selection of job vacancy publication media is one of the recruitment processes at the Nurul Jadid Paiton Islamic Boarding School. Publication of job vacancies is carried out through social media and the official platform of the Nurul Jadid Paiton Islamic Boarding School because according to the head of the human resources sector, using online is considered quite fast in the dissemination process. It can be concluded that good recruitment planning will have a good impact on the employee performance that the organization desires.

### **The Influence of Organizational Culture on Performance**

The results of the multiple linear regression equation in testing the second hypothesis shown in Table 5 show that the regression coefficient is 0.435. This shows the large contribution of organizational culture variables to performance. The significance value in the test results shows a value of 0.001, which is smaller than the alpha value of 5%. This shows that organizational culture variables have a significant influence on the performance of Nurul Jadid Paiton Islamic Boarding School employees. The results of this research are also by previous research conducted by Mendawati (2019) that organizational culture influences performance.

Based on the findings in the field, it shows that the organizational culture implemented at the Nurul Jadid Paiton Islamic Boarding School includes employees having to work for the common good, not prioritizing personal interests. Another organizational culture is to prioritize the satisfaction of students and alumni through their performance. The characteristics of the organizational culture of the Nurul Jadid Paiton Islamic Boarding School are a work attitude that is trustworthy and honest, where every expenditure of any funds is only for the benefit of the students, this is supported by the Islamic boarding school's policy which always zeros out funds at each book closing. Some employees said that "we were taught to work not to make a profit from the students' incoming funds, so all funds at the end of the year must be zero and all expenses are only for the benefit of the students." This is proven by the existence of various facilities that students need that have been provided by Islamic boarding schools, for example, public facilities and facilities to increase the

interest of students' talents. In this way, students will feel comfortable carrying out their learning activities. This proves that the values applied to employees have a good impact on the performance of employees and students.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of the analysis that has been carried out, this research concludes that the variables of charismatic leadership, recruitment, and organizational culture have a positive and significant influence on the performance of Nurul Jadid Paiton Islamic Boarding School employees. The variables that provide the highest contribution to improving the performance of Nurul Jadid Paiton Islamic Boarding School employees are first the organizational culture variable, then the charismatic leadership variable, and finally the recruitment variable. The advice that can be given to the Nurul Jadid Paiton Islamic Boarding School is that charismatic leadership needs to be considered in terms of the emotional closeness of the leader to employees which needs to be further improved. Emotional closeness will have a positive impact on employee performance. If employees feel that they are close to the leader, then the employees will feel happy working under his leadership.

The next suggestion is that recruitment needs to be considered in terms of preparing and establishing a recruitment system which is still not organized in the personnel department. Having a good recruitment system in place will provide effectiveness and efficiency when recruiting. So there is a need to establish a clear and documented recruitment system, both online and in paper form. This variable organizational culture has the highest influence contribution value compared to charismatic leadership and recruitment. Thus, Islamic boarding schools need to instill a good organizational culture among Islamic boarding school employees. According to the results of distributing the questionnaire, the lowest answer was the indicator that work is worship. So, these indicator points need to be paid more attention to improve understanding of this matter.

## **ADVANCED RESEARCH**

Boarding School employees are first the organizational culture variable, then the charismatic leadership variable, and finally the recruitment variable. The advice that can be given to the Nurul Jadid Paiton Islamic Boarding School is that charismatic leadership needs to be considered in terms of the emotional closeness of the leader to employees which needs to be further improved.

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