

The Effect Of Charismatic Leadership And Career Development On Employee Performance With Islamic Work Motivation As A Moderating Variable

(Study at PT Putra Albasia Mandiri Temanggung)

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Abstract. Employee performance is an important factor in achieving organizational goals and ensuring organizational effectiveness. However, PT Putra Albasia Mandiri Temanggung still faces several challenges related to employee performance achievement. This study aims to analyze the influence of charismatic leadership and career development on employee performance, with Islamic work motivation serving as a moderating variable at PT Putra Albasia Mandiri Temanggung. This research employed a quantitative approach using primary data collected through questionnaires distributed to the company's employees. The sampling technique used was purposive sampling, involving 110 respondents who met the criteria of being permanent employees with a minimum tenure of one year. Data were analyzed using Moderated Regression Analysis (MRA) with the assistance of SPSS version 25. The results indicate that charismatic leadership has a positive and significant effect on employee performance, while career development does not have a significant effect on employee performance at PT Putra Albasia Mandiri Temanggung. Furthermore, Islamic work motivation is proven to strengthen the influence of charismatic leadership on employee performance, but it is unable to strengthen the influence of career development on employee performance. This study contributes theoretically to the development of human resource management studies based on Islamic values and provides practical implications for organizations in improving employee performance through leadership enhancement, career development, and the strengthening of Islamic work values.

Keywords: Career Development; Charismatic Leadership; Employee Performance; Islamic Work Motivation; Moderating Variable.

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1. Introduction

Human resources (HR) are strategic assets that play an important role in determining an organization's success. The quality of employee performance is one of the main factors influencing a company's productivity and competitiveness, especially in the manufacturing industry, which faces increasingly intense global competition. Therefore, companies need to understand the various factors that can improve employee performance in order to achieve organizational goals effectively and efficiently.

One of the factors believed to influence employee performance is charismatic leadership. Charismatic leadership is characterized by a leader's ability to inspire, motivate, and build subordinate commitment through a clear vision, integrity, and exemplary conduct. In addition, career development is also an important factor because it provides employees with opportunities to improve their competencies and achieve better career advancement. Both of these factors are believed to contribute to improving employee performance.

From an Islamic perspective, work activities are not solely oriented toward achieving material gains, but are also a form of worship and a trust (amanah). Therefore, Islamic work motivation can be a factor that strengthens the influence of leadership and career development on employee performance through the values of trustworthiness, responsibility, sincerity, and excellence (ihsan) in work.

This study was conducted at PT Putra Albasia Mandiri Temanggung, a manufacturing company engaged in plywood processing and export-oriented operations. The company faces challenges in human resource management, as indicated by the high employee turnover rate during the 2019–2023 period. Based on information from the company, this condition is influenced by several factors, such as dissatisfaction with working conditions and a lack of clarity regarding career development. This phenomenon highlights the importance of leadership and career development in improving performance and retaining employees.

Previous research shows that charismatic leadership and career development influence employee performance (Kurniawan et al., 2025; Salem et al., 2025; Alam, 2024). However, research findings regarding these factors still show mixed results. In addition, studies on the role of Islamic work motivation as a moderating variable in the relationship between charismatic leadership, career development, and employee performance remain relatively limited, particularly in the manufacturing sector..

Based on these conditions, this study aims to analyze the influence of charismatic leadership and career development on employee performance, with Islamic work motivation as a moderating variable at PT Putra Albasia Mandiri Temanggung. This study is expected to provide a theoretical contribution to the development of human resource management studies based on Islamic values, as well as practical input for the company in improving employee performance.

2. Literature Review

Transformational Leadership Theory

This study uses Transformational Leadership Theory developed by Bass (1985) as the grand theory. This theory explains that transformational leaders are able to inspire, motivate, and develop the potential of subordinates, thereby improving organizational performance. Bass explains four main dimensions of transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration..

Charismatic Leadership

Charismatic leadership is a leadership style that emphasizes a leader's ability to influence subordinates through the power of vision, communication, integrity, and role modeling. Charismatic leaders are able to build loyalty, commitment, and employee motivation, thereby positively impacting performance improvement (Salem et al., 2025). Based on the theories of Bass (1985), Conger & Kanungo (1998), as well as contemporary research by Akbar et al. (2024) and Salem et al. (2025), the indicators of charismatic leadership are as follows: Personal integrity and morality. Communication skills . Empathy toward subordinates . Courage to take risks. Spiritual role modeling

Career Devolepment

Career development is the process of improving employees' abilities and career opportunities through training, promotion, job rotation, and career coaching (Dessler, 2020). Career development provides motivation for employees to enhance their competencies and loyalty to the company. Wibowo (2020) and Mondy & Robert (2021) describe the indicators of career development as follows: Career planning , Promotion opportunities, Training and development , Career guidance, Clarity of career path

Islamic Work Motivation

Islamic work motivation is the drive to work based on Islamic values such as sincerity, trustworthiness, excellence (ihsan), and the intention of worship (Ali, 2005). Rahman & Yusuf (2023) emphasize that in an organizational context, Islamic work motivation can enhance employees' responsibility, integrity, and work spirit. Based on recent studies by Rahman & Yusuf (2023), Murniyati & Dessyarti (2023), and Tarmizi & Panambaian (2022), Islamic work motivation can be measured through the following six main indicators: Sincere intention , Awareness of responsibility (trust) ,Work as an act of worship . Spirit of excellence (ihsan) , Perseverance and trust in God (tawakkal), Islamic intrinsic motivation

Kinerja Karyawan

Robbins & Judge (2022) define employee performance as the level of achievement of an individual's work results based on standards established by the organization. Bernardin and Russell (1993), whose framework is still widely used and developed in various modern studies, including by Misbah & Fadilah (2022), Sutanto & Kurniawan (2023), and Hidayat et al. (2024), measure performance through work quality, work quantity, timeliness, cooperation, responsibility, and initiative.

Table 1. Hypothesis.

Hypothesis	Statement
H1	Charismatic leadership has a positive and significant effect on employee performance.
H2	Career development has a positive and significant effect on employee performance.
H3	Islamic work motivation strengthens the effect of charismatic leadership on employee performance.
H4	Islamic work motivation strengthens the effect of career development on employee performance.

3. Research Method

This study uses a quantitative method. The quantitative method functions to objectively measure the relationships between variables and is assessed through the use of numerical data processed with statistical analysis tools. This approach also enables researchers to test hypotheses and draw generalizable conclusions. Data collection uses research instruments, while data analysis is quantitative or statistical in nature by testing existing hypotheses (Pratama & Cahyono, 2021). This study employs a quantitative approach with an explanatory research design. The research was conducted at PT Putra Albasia Mandiri Temanggung. The study population consisted of all active employees of: Permanent employee of PT Putra Albasia Mandiri Temanggung. Has a minimum of one year of service. Jumlah The research sample consisted of 110 respondents. Data were collected through questionnaire distribution using a 1–5 Likert scale. The data analysis techniques used were: Validity test , Reliability test , Classical assumption test, t-test, F-test . Coefficient of determination (R^2), Moderated Regression Analysis (MRA). The regression equation models used were:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e \dots \dots \dots (i)$$

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_1.Z + \beta_4 X_2.Z + e \dots \dots \dots (ii)$$

Description: Y = Employee Performance, X_1 = Charismatic Leadership, X_2 = Career Development, Z = Islamic Work Motivation

4. Result And Discussion

Instrumen Test

Validity Test, The validity test in this study used the CFA (Confirmatory Factor Analysis) validity test method with SPSS version 25 software analysis tools. This validity test was conducted by entering all question items and was carried out using a trial and error method to obtain perfect CFA validity test results. The following are the results of the Rotated Component Matrix Validity test, as follows:.

Table 2. CFA Validity Test Results.

Rotated Component Matrix				
	Component			
	1	2	3	4
Charismatic Leadership		0,910		
Charismatic Leadership		0,918		
Charismatic Leadership		0,896		
Charismatic Leadership		0,898		
Charismatic Leadership		0,927		
Career Devolepment				0,894
Career Devolepment				0,899
Career Devolepment				0,879
Career Devolepment				0,900
Career Devolepment				0,903
Isamic Work Motivation			0,899	
Isamic Work Motivation			0,890	
Isamic Work Motivation			0,927	
Isamic Work Motivation			0,901	
Isamic Work Motivation			0,912	

Employee Performance	0,899
Employee Performance	0,928
Employee Performance	0,911
Employee Performance	0,908
Employee Performance	0,915
Employee Performance	0,890

Based on the results of the CFA test on the thickness, the testing of question items from each variable mentioned in the questionnaire has been perfectly extracted and meets the requirements of the factor loading value which must be greater than or equal to 0.50 and grouped in the same factor, so all are declared valid and have met the adequacy of the sample so that they can be analyzed further. Reliability Test, After the validity test, a reliability test was conducted to determine the consistency of the research instrument, which is necessary to determine its validity. The method used in this reliability test is Cronbach's Alpha. An instrument is considered reliable if the Cronbach's Alpha value is >0.6 . However, if it is less than 0.6, the instrument is considered unreliable. The results of the reliability test can be seen in the table below:

Table 3. Reliability Test.

Variabel	Cronbach's Alpha	Conclusion
Charismatic Leadership	0,968	Reliabel
Career Development	0,940	Reliabel
Islamic Work Motivation	0,948	Reliabel
Employee Performance	0,969	Reliabel

The reliability test results in the table indicate that all indicators in the studied variables have a Cronbach's Alpha of more than 0.60, thus declaring this research instrument reliable. The results indicate that each item in the questionnaire has good internal consistency and is suitable for further research.

Classical Assumption Test

Normality Test. The normality test is used to determine whether the confounding variables or residuals in a regression model are normally distributed. If the significance value (Sign) is > 0.05 , the residual data is normally distributed. Conversely, if the value (Sign) is < 0.05 , the residual data is not normally distributed. The following are the results of the normality test:

Table 4. Normality Test.

<i>Unstandardized Residual</i>	
N	110
Asymp. Sig. (2-tailed)	0,200

The table above shows that the Asymp. Sig. (2-tailed) value is 0.200. This significance value is greater than 0.05, so it can be concluded that the residual data in this study is normally distributed. Thus, the regression model in this study meets the assumption of normality and further analysis can be continued. Multicollinearity Test. The multicollinearity test in this study was used to determine whether the regression model has a correlation between the independent variables. Multicollinearity can be seen from the Variance Inflation Factor (VIF) and Tolerance values. If the VIF value is <10 and the Tolerance value is <0.1 , then multicollinearity is declared absent. The results of the multicollinearity test are shown in the following table:

Table 5. Multicollinearity Test Results.

Variabel	Tolerance	VIF	Kesimpulan
Charismatic Leadership	0,971	1,030	No Multicollinearity
Career Development	0,976	1,025	No Multicollinearity
Islamic Work Motivation	0,985	1,015	No Multicollinearity

Based on the calculations in the table above, it shows that in this study, all independent variables have a tolerance greater than 0.1, indicating no correlation between them. Furthermore, the Variance Inflation Factor (VIF) values for all independent variables are less than 10.00. Therefore, this study does not experience multicollinearity. Heteroscedasticity Test. The heteroscedasticity test in this study aims to determine whether the regression model

contains unequal variances of residuals from one observation to another. If the residual variance is constant, heteroscedasticity occurs, which can invalidate the regression results. The basis for making decisions in this test is that if the significance value (Sign.) > 0.05, it can be concluded that there is no heteroscedasticity symptom. Conversely, if the significance value (Sign.) < 0.05, it is concluded that heteroscedasticity symptoms occur. The results of the heteroscedasticity test can be seen in the following table:

Table 6. Heteroscedasticity Test Results.

Variable	Sig.	Conclusion
Charismatic Leadership	0.757	No Heteroscedasticity
Career Development	0.513	No Heteroscedasticity
Islamic Work Motivation	0.341	No Heteroscedasticity

Based on the results of the heteroscedasticity test using the Glejser test, all independent and mediating variables have a value (Sign.) >0.05, indicating that there is no significant relationship between the independent variables and the absolute value of the residuals. Therefore, it can be concluded that the regression model does not exhibit symptoms of heteroscedasticity. Therefore, the regression model used is valid and capable of producing accurate and reliable estimates without being affected by inconsistent residual variability.

Hypothesis Test

Regression Equation. This model allows for predicting the value of the dependent variable based on the values of the independent variables. The results of calculations using the multiple regression formula using SPSS version 25 are shown in the following table:

Table 7. Hypothesis Test of Independent Variables.

Variabel	Koefisien Regresi (B)	Sig.
(Constant)	12.936	0,000
Charismatic Leadership (X1)	0.539	0.000
Career Development (X2)	-0.310	0.773

Based on the results of the multiple linear regression analysis, the regression equation is as follows: $Y = 17.594 + 0.271X1 + 0.072X2 + e$

The linear regression equation above can be interpreted as follows: The constant value is positive, namely 12.936. This indicates that if the charismatic leadership and career development variables are held constant or unchanged, customer satisfaction remains at 12.936. The regression coefficient for charismatic leadership (X1) is positive, namely 0.539. This indicates that for every increase in charismatic leadership, the employee performance variable (Y) will increase by 0.539, assuming other variables remain constant. The regression coefficient for career development (X2) is negative, namely -0.310. This indicates that career development has almost no effect on employee performance (Y)..

T Test The t-test is used to determine whether the regression model of the independent variable partially influences the dependent variable. The t-test is conducted by comparing the calculated t with the t-table and using a significance level of 0.05. The t-table value in this study is calculated using the formula $t = [a; (df = n - k - 1)]$, where n means the number of samples and k means the number of research variables. Based on this formula, it can be seen that $t = [0.05; (df = 110 - 2 - 1)]$, $df = 107$. Thus, the calculated t-value used is 1.982. The decision making for the partial test is based on the following table:

Table 8. Partial Test Results.

Variable	t _{hitung}	t _{tabel}	sig	a	Description
Charismatic Leadership (X1)	5.183	1,982	0,003	0,05	Significant
Career Development (X2)	-0,298	1,982	0,773	0,05	Not Significant

The following is an explanation of the results of the (partial) t-test of this study:

The Influence of Charismatic Leadership (X1) on Employee Performance

The charismatic leadership variable on the performance of PT PAM employees with a sign value of $0.003 < 0.05$ and a t-count value of $5.183 > 1.982$ t-table means that the charismatic leadership variable has a significant effect on the performance of PT PAM employees. Therefore, the hypothesis is stated to be accepted.

The Effect of Career Development (X2) on Employee

The career development variable on employee performance at PT PAM showed a sign value of $-0.298 < 0.05$ and a calculated t value of $-0.298 < 1.982$ (ttable). This means that the

career development variable has no significant effect on employee performance at PT PAM. Therefore, the hypothesis is rejected.

F Test

This test aims to measure the significance of the equation used, in order to determine the extent to which the independent variable (X1) and the independent variable (X2) simultaneously influence the dependent variable (Y).

Table 9. Simultaneous Test Results.

Model	F _{count}	F _{table}	sig	a	Remarks
Regression	9.415	3,08	0,000	0,05	Signifikan

Based on the table above, it can be interpreted that F count (9.415) > F table (3.08) and the significance value is 0.000 < 0.05. From these results, it means that the independent variables consisting of charismatic leadership and career development have a significant simultaneous effect on employee performance.

Test of Coefficient of Determination (R²)

The R2 test is used to measure how much of the variance in the dependent variable (Y) can be explained by the independent variable (X) in a regression model. The following are the results of the R2 test:

Table 10. Determination Test (R2).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.457 ^a	0.272	0.23,7	2.794

The table above shows that the R Square value is 0.272 or 27.2%, which means that the independent variables consisting of charismatic leadership and career development together are able to influence employee performance by 27.2% and the remaining 72.8% is influenced by other variables outside the independent variables in this study.

Test Moderated Regression Analysis (MRA)

The MRA test is used to assess whether the moderating variable (Islamic work motivation) can strengthen or weaken the relationship between the independent and dependent variables. The results of the MRA test can be seen in the following table :

Table 11. Results of the Interaction Test of Charismatic Leadership with Islamic Work Motivation.

Variable	t _{hitung}	t _{tabel}	sig	a
Charismatic Leadership (X1)	5,183	1,982	0,000	0,05
Islamic Work Motivation	-1,589	1,982	0,155	0,05
Charismatic Leadership x Islamic Work Motivation	2,710	1,982	0,008	0,05

Charismatic leadership and Islamic work motivation amounted to t count 2.710, which is greater than t table 1.982, with a significance level of 0.008 smaller than 0.05, which means that the Islamic work motivation variable is able to moderate the relationship between the influence of the charismatic leadership variable on employee performance variables. Therefore, the hypothesis in this study is declared accepted.

Table 12. Results of the Interaction Test of Career Development with Islamic Work Motivation.

	t _{hitung}	t _{tabel}	sig	a
Career Development (X2)	-,289	1,982	0,003	0,05
Islamic Work Motivation	-1,589	1,982	0,155	0,05
Career Development x Islamic Work Motivation	0,130	1,982	0,646	0,05

Based on the test results, it can be seen that the interaction between career development and Islamic work motivation has a significance of 0.646, the value is greater than 0.05, and the t-value from the MRA test results between career development interacted with Islamic work motivation is 0.130, which is smaller than t-table 1.982, which means that the Islamic work motivation variable has not been able to moderate the relationship between the influence of career development variables on employee performance variables. Therefore, the hypothesis in this study is declared rejected.

Discussion of Hypothesis Test results

The Influence of Charismatic Leadership on Employee Performance. The results of the study indicate that charismatic leadership has a positive and significant effect on employee performance at PT Putra Albasia Mandiri Temanggung. This finding indicates that leaders who have a clear vision, integrity, good communication skills, and are able to be role models can increase employee trust, loyalty, and commitment, thereby impacting performance

improvement. This result is in line with Bass's (1985) transformational leadership theory and research by Kurniawan et al. (2025) and Salem et al. (2025) which found that charismatic leadership can increase employee motivation and performance. The Influence of Career Development on Employee Performance. Career development does not significantly impact employee performance. This indicates that promotion opportunities, training, and competency development are not yet the primary factors driving improved employee performance at PT PAM. Employees tend to pay more attention to other factors such as leadership, work environment, compensation, and job stability. This finding aligns with research by Putri et al. (2022), which states that career development does not always significantly impact employee performance. The Influence of Charismatic Leadership on Performance Moderated by Islamic Work Motivation

The research also shows that Islamic work motivation moderates the influence of charismatic leadership on employee performance. The higher an employee's Islamic work motivation, the stronger the influence of charismatic leadership on performance improvement. Employees who view work as a mandate and a form of worship tend to exhibit greater responsibility, honesty, and dedication when led by an inspiring leader. This finding supports research by Yunus and Mochlasin (2021) and Ningtyas et al. (2018), which showed that Islamic values can strengthen the influence of organizational factors on performance. The Effect of Career Development on Performance Moderated by Islamic Work Motivation

Islamic work motivation was unable to moderate the influence of career development on employee performance. This finding indicates that employees' spiritual values are not strong enough to enhance the impact of career development programs on performance improvement. This indicates that the effectiveness of career development is more influenced by the program's tangible implementation by employees than by religious motivation. Therefore, the fourth hypothesis in this study is rejected.

Table 13. Hypothesis Test Results.

	Hypothesis Results	Hypothesis Results
H1	Charismatic leadership has a positive and significant effect on employee performance. Accepted	Charismatic leadership has a positive and significant effect on employee performance. Accepted
H2	Career development has a positive effect on employee performance. Rejected	Career development has a positive effect on employee performance. Rejected
H3	Islamic work motivation strengthens the influence of charismatic leadership on employee performance. Accepted	Islamic work motivation strengthens the influence of charismatic leadership on employee performance. Accepted
H4	Islamic work motivation moderates the effect of career development on employee performance. Rejected	Islamic work motivation moderates the effect of career development on employee performance. Rejected

5. Conclusion

Based on the research results, it can be concluded that: Charismatic leadership has a positive and significant effect on employee performance at PT Putra Albasia Mandiri Temanggung. Career development does not have a significant effect on employee performance at PT Putra Albasia Mandiri Temanggung. Islamic work motivation moderates the effect of charismatic leadership on employee performance at PT Putra Albasia Mandiri Temanggung. Islamic work motivation does not moderate the effect of career development on employee performance at PT Putra Albasia Mandiri Temanggung. This research implies that companies need to strengthen charismatic leadership, provide a clear career development system, and build a work culture based on Islamic values to improve employee performance.

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