



# The Effect of Charismatic Leadership, Financial Compensation, and Employment Training on PT Telkom Balikpapan Operational Performance

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## ABSTRACT

This study aims to determine the effect of the influence of charismatic leadership, financial compensation, and job training on the operational performance of PT. Telkom Access Balikpapan either partially or simultaneously. The population in the study amounted to 331 employees. The sample of this study was 76 employees of PT. Telkom Access Balikpapan, which is still actively working, was selected by using a random sampling technique. The method used is quantitative method, data collection is carried out using primary data through direct questionnaires to respondents. Data were analyzed with validity and reliability tests, as well as multiple linear regression analysis t test, f test, using the SPSS VERSION 26.0 program. The results of this study indicate that: The first hypothesis is obtained by Charismatic Leadership, Financial Compensation, and Job Training simultaneously have a positive and significant effect on the Operational Performance of PT. Telkom Access Balikpapan Second hypothesis. Charismatic Leadership (X1) partially has a positive and significant influence on the Operational Performance of PT. Telkom Access Balikpapan. Hypothesis three. Financial Compensation (X2) partially has a positive and significant effect on the Operational Performance of PT. Telkom Access Balikpapan. Hypothesis four. Job Training (X3) partially has a positive and significant impact on the Operational Performance of PT. Telkom Access Balikpapan.

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## 1. Introduction

Background of the problem, Human resources are the only resources that have feelings, desires, skills, knowledge, encouragement, power, and work (ratio, taste, and intention) (Farchan, 2016) (Primayana, 2016) (LESTARI, 2018). All of these potential human resources affect the organization's efforts in achieving its goals. No matter how advanced technology, the development of information, the availability of capital and adequate materials, without human resources it is difficult for the organization to achieve its goals (Zaman et al., 2021) (Priatna, 2019) (Sedjati, 2015).

As a result of the increase in the use of indihome, operational performance within the company is disrupted. Disruption tickets that are not completed one day due to insufficient time, partners are late in providing performance reports so that the finance department is constrained in disbursing operational performance funds.

Disruption of current operational performance has become a serious problem for many companies, even companies experience losses in terms of carrying out work for the Company. Competent employees will make work easy and efficient and increase work productivity (Widayanti & Wijaya, 2016).

Charismatic leadership is something that concerns the interaction between individuals and the environment and is very influential on employee work performance. Charismatic Leadership Style is leadership that has a deep personal and extraordinary effect to motivate followers to achieve extraordinary performance (HUSNUL, 2020) (Christiani, 2011) (Sari, 2013).

Financial Compensation In implementing the compensation policy, it is necessary to study the existence of regulations regarding compensation with the aim of being able to provide compensation to employees in a fair and structured manner so that it will facilitate payroll administration and to motivate employees to excel (Rozarie & Indonesia, 2017) (Daya, 1996) (Hanggraeni, 2012). Various tools, systems and policies can be used to simplify complex administrative processes.

Job training is a systematic process of changing the behavior of employees in a direction to improve organizational goals (Kandou, 2013) (Rohmah, 2018). This training is very important because of the method used to retain, maintain, maintain employees and at the same time improve the skills of employees to be able to improve their performance.

Based on observations and interviews with HR Telkom Access Balikpapan (Bunga Frederilla Anggraini) that operational performance during the current pandemic has increased by 200-300% from new installations to upgrading IndiHome wifi speed, etc. people who need internet connectivity to carry out their daily activities.

Based on the results of previous studies, it indicates that there is a research gap from the independent variables that affect the operational performance of employees, namely:

Research conducted by Maswita (2019) shows that Charismatic Leadership has a significant effect on employee performance (Maswita, n.d.). This is contrary to research conducted by Hasman Budiadi (2016) which shows that Charismatic Leadership has No Significant Effect on Employee Performance (Budiadi, 2016).

Research conducted by Edrick Leonardo and Fransisca Andreani (2015) shows that Financial Compensation has a significant effect on employee performance (Leonardo & Andreani, 2015). This is contrary to research conducted by Moch. Rizal and Fensi Handayani (2021) show that financial compensation has a negative and insignificant effect on employee performance (Rizal & Handayani, 2021).

Research conducted by Patricia M. Sahagggamu and Silvya L.Mandey (2014) shows that job training has a significant effect on employee performance (Patricia & Silvya, 2014). This is contrary to research conducted by Anriza Julianry, Rizal Syarief and M.Joko Affiandi (2017) which shows that Job Training has an insignificant negative effect on employee performance.

## **2. Methods**

The method used is quantitative method, data collection is carried out using primary data through direct questionnaires to respondents. Data were analyzed with validity and reliability tests, as well as multiple linear regression analysis, t test, f test.

### **2.1 Thinking Framework**

The thinking framework contains an explanation of the relationship between the Independent variable (Charismatic Leadership, Financial Compensation, and Training) and the dependent variable (Operational Performance).

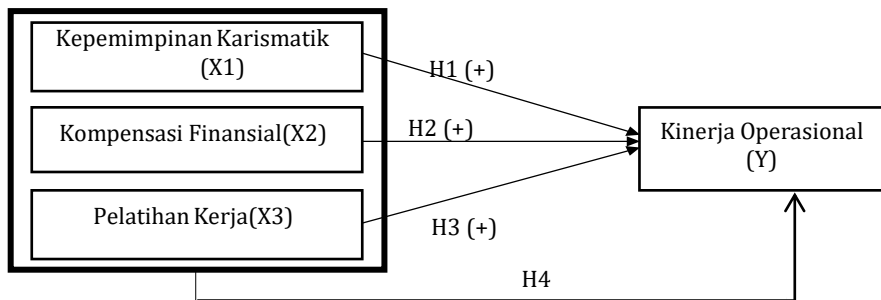


Figure 1. Thinking Framework

## 2.2 Hypothesis

Based on the formulation of the problem and the objectives of the researcher, the proposed hypothesis is as follows:

- Charismatic Leadership, Financial Compensation, and Job Training simultaneously have a significant effect on Operational Performance based on the perception of employees of PT. Telkom Access Balikpapan.
- Financial Compensation partially has a significant effect on operational performance based on the perception of employees of PT. Telkom Access Balikpapan.
- Job training partially has a significant effect on operational performance based on employee perceptions of PT. Telkom Access Balikpapan.
- Job Training partially has a significant effect on operational performance based on the perception of employees of PT. Telkom Access Balikpapan.

## 2.3 Population and Sample

The population in this study were all employees of PT. Telkom Access Balikpapan, which is 331 employees and by using the Slovin formula, it is used as a sample of 76 employees. The method used is quantitative method, data collection is carried out using primary data through direct questionnaires to respondents. The data were analyzed by validity and rehabilitation tests as well as multiple linear regression analysis, t test, f test. and Classic test

Sample, The sample is part of the population that describes as a whole According to Sugiyono (2012:81) states that the sample is "part of the number and characteristics possessed by the population."

According to Umar (2010:146), determining the number of samples according to the opinion Slovin that is:

$$n = \frac{N}{1 + N e^2}$$

n= Sample Size

N= Population Size= 331 employess

e= Percentage of allowance for error accuracy due to error sampling that can still be tolerated (1%). Then the sample taken from the population, namely employees of PT. Telkom Access Balikpapan as follows

## 3. Result and Discussion

### 3.1 The Effect of Charismatic Leadership on Operational Performance

Charismatic Leadership has a positive and significant influence on the operational performance of PT Telkom Access Balikpapan. This is evidenced by tcount = 3.353 which is greater than ttable = 1.993

with a significant level less than 0.05, namely 0.001. So, if Charismatic Leadership sets a good example, there will be an increase in operational performance at PT Telkom Access Balikpapan.

The results of this study support the results of previous research conducted by Maswita (2019), which states that Charismatic Leadership has a positive and significant influence on operational performance. However, contrary to the results of research by Hasman Budiadi (2016), states that Charismatic Leadership has a negative and significant effect on employee performance.

### **3.2 The Effect of Financial Compensation on Operational Performance**

Financial Compensation has a positive and significant impact on the operational performance of PT Telkom Balikpapan. This is evidenced by  $t_{count} = 2.732$  which is greater than  $t_{table} = 1.993$  with a significant level less than 0.05, namely 0.008. So, if the financial compensation provided is greater, there will be an increase in operational performance at PT Telkom Balikpapan. employee. However, contrary to the results of research conducted by Moch Riza, and Fensi Handayani (2021), stated that Financial Compensation has a negative and insignificant effect on employee performance.

### **3.3 The Effect of Job Training on Operational Performance**

Job Training has a positive and significant impact on operational performance at PT Telkom Balikpapan. This is evidenced by  $t_{count} = 2.780$  which is greater than  $t_{table} = 1.993$  with a significant level less than 0.05, namely 0.007. So, if the job training provided is getting better, there will be an increase in operational performance at PT Telkom Balikpapan

The results of this study support the results of previous research conducted by Patricia M. Sahanggamu, and Silvy L. Mandey (2014), stating that job training has a positive and significant effect on employee performance. However, contrary to the results of research conducted by Anriza Julianry, Rizal Syarief, and M. Joko Affandi (2017), which states that Job Training has a negative and insignificant effect on employee performance. Charismatic Leadership has a negative and significant effect on employee performance.

## **4. Conclusions**

The results of H1 based on the F test indicate that the variables of Charismatic Leadership, Financial Compensation, and Job Training have an F-count value greater than the F-table, which is  $60.813 > 2.73$  with a significant level of  $0.000 < 0.05$ . Because F-count is greater than F-table, then  $H_0$  is rejected and  $H_a$  is accepted. Then H1 is proven that, Charismatic Leadership, Financial Compensation, and Job Training simultaneously have a positive and significant effect on the Operational Performance of PT. Telkom Balikpapan.

The results of H2 based on the t-test indicate that the Charismatic Leadership variable has a t-count value greater than the t-table, namely  $3.353 > 1.993$  with a significant level of  $0.001 < 0.05$ . Because  $t_{count} > t_{table}$ , then  $H_0$  is rejected and  $H_a$  is accepted. Then H2 proved that, Charismatic Leadership partially positive and significant effect on the Operational Performance of PT. Telkom Balikpapan.

The results of H3 based on the t-test indicate that the Financial Compensation variable has a t-count value greater than the t-table, namely  $2.732 > 1.993$  with a significant level of  $0.008 < 0.05$ . Because  $t_{count} > t_{table}$ , then  $H_0$  is rejected and  $H_a$  is accepted. Then H3 is proven that, partially financial compensation has a positive and significant effect on the Operational Performance of PT. Telkom Balikpapan.

The results of H4 based on the t-test indicate that the job training variable has a t-count value greater than the t-table, which is  $2.780 > 1.993$  with a significant level of  $0.007 < 0.05$ . Because  $t_{count} > t_{table}$ , then  $H_0$  is rejected and  $H_a$  is accepted. Then H4 is proven that, Job Training partially has a positive and significant effect on the operational performance of PT. Telkom Balikpapan.

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