

The Relationship of Charismatic Leadership, Employee Personality, and Employee Performance: Evidence from PT. Karya Abadi Luhur

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Abstract - The purpose of this study was to determine the relationship between charismatic leadership, employee personality, and employee performance in PT. Karya Abadi Luhur. The study population was 152 employees and the sample was 111 employees. Collecting data for each variable studied using a questionnaire with a rating scale. The data analysis technique used descriptive statistical analysis techniques and inferential statistical analysis techniques. The results showed: (a) There is a positive and significant relationship between charismatic leadership and employee performance with the correlation coefficient $r_{y.1} = 0.528$ with moderate relationship strength and the regression equation $\hat{Y} = 83.547 + 0.443X_1$. Charismatic leadership contribution to employee performance is 27.9%, (b) There is a significant positive relationship between personality and employee performance with a correlation coefficient of $r_{y.2} = 0.713$ with a strong relationship strength and the regression equation $\hat{Y} = 64.022 + 1.504X_2$. Personality contribution to employee performance is 50.8%, and (c) There is a significant positive relationship between charismatic leadership and personality together with employee performance with a correlation coefficient of $R = 0.770$ with a strong relationship strength and the regression equation $\hat{Y} = 64.597 + 0.263X_1 + 1.267X_2$. The contribution of charismatic leadership and personality together to employee performance is 59.3%.

Keywords: Charismatic leadership, employee performance, employee personality.

I. INTRODUCTION

Human resources are increasingly playing a big role in the success of an organization. Many organizations realize that the human element in an organization can provide a competitive advantage. They set goals, strategies, innovations, and achieve organizational goals. Therefore, human resources are one of the most vital elements for an organization. There are two reasons for this, first, human resources affect the efficiency and effectiveness of the organization, human resources design and produce goods and services, control quality, market products, allocate financial resources, and determine all organizational goals and strategies. Second, human resources are the main expense of an organization in running a business.

Organizations that are successful in achieving their goals and can fulfill their social responsibilities will very much depend on their leaders. If the leader can carry out his role well, the organization will likely achieve its goals. An organization needs an effective leader, who can influence the behavior of its members. A leader is a person who has skills and strengths, especially skills and strengths in one area so that he can influence others to jointly carry out certain activities to achieve goals. A leader has a very important role in the journey of the organization in achieving its goals. Because it must be realized that leaders have the power to influence employees to achieve or not achieve the goals that have been set in the company. This is what makes the theme of leadership always become the subject of interesting studies that are always being discussed. One of the various models of leadership styles is charismatic leadership.

An organization is required to be able to improve the quality of existing human resources. The quality of human resources is largely determined by the extent to which the existing systems in the organization can support and satisfy the desires of both employees and the organization or company. Therefore, organizations are required to have human resources and performance that support each other to achieve organizational goals. PT. Karya Abdi Luhur, a Stevedoring, Cargodoring, and Warehousing company has a vision, namely "To become a Professional Stevedoring, Cargodoring and Warehousing Company, International Standard and Able to Compete in the Era of Globalization". In an effort to achieve this

vision, PT. Karya Abdi Luhur's mission is: (a) To take an active role in national economic development through the provision of professional Stevedoring, Cargodoring, and Warehousing Services with fast, precise, safe, healthy and efficient performance through continuous improvement, and (b) Supporting the transportation system national as a means to smoothen the wheels of the economy, to realize the service business loading and unloading goods from/to ships in a safe, orderly, fast, timely, integrated and efficient manner.

Management of PT. Karya Abdi Luhur is determined to run the company's business with the orientation to the satisfaction of interested parties, of international standard and able to compete in the global era. For this reason, the company: (a) Conducting business in a professional manner by implementing the motto "Fast, Accurate, Safe, Healthy-Safe and Efficient", (b) Committed to complying with regulations related to quality and K3 (Occupational Safety and Health), (c) Committed to preventing injuries and illnesses from activities or work, (d) Creating a framework for Quality and OHS Goals and targets, (e) Providing and improving competent human resources and reliable infrastructure, and (f) Making continuous improvements in the application of QMS ISO 9001: 2015 and ISO 45001: 2018. This Quality and K3 Policy must be understood and obeyed by all personnel who work for and on behalf of PT. Karya Abdi Luhur.

The results of the performance appraisal at PT. Karya Abadi Luhur during 2019 based on each field can be seen in Table 1.

Table 1. Recapitulation of Employee Work Result Assessment at PT. Karya Abdi Luhur Based on Field / Section

No.	Field / Section	Target Work Results (%)	Achievement of Work Results (%)	Remarks
1.	Administration and Finance	100	64.5	Not achieved
2.	Management Representative	100	56.6	Not achieved
3.	Operation Terminal	100	57.8	Not achieved

Source: PT. Karya Abdi Luhur, 2020

Based on the results of the author's preliminary survey regarding employee performance to 19 superior employees of PT. Karya Abadi Luhur shows that there are performance problems of its employees, namely the performance has not been achieved according to the target. The results of the full preliminary survey are as follows:

1. There are 37% of employees who have problems with work efficiency, where it can be seen that employees generally have not been able to complete work carefully and make savings in using work materials. The remaining 63% of employees have no problem with work efficiency.
2. There are 45% of employees who have problems with work effectiveness, where it can be seen that employees generally have not completed their work according to plan and understand the applicable work system. The remaining 55% of employees have no problem with work effectiveness.
3. There are 48% of employees who have problems with the quality of work, where it can be seen that employees generally have not carried out quality work and are oriented towards work standards. The remaining 52% of employees have no problems with the quality of work.
4. There are 47% of employees who have problems in the quantity of work, where it can be seen that employees generally work have not reached the number of jobs set by the organization and have not followed orders from their superiors. The remaining 53% of employees have no problem with the quantity of work.
5. There are 39% of employees who have problems in contributing to the organization, where it can be seen that employees do not communicate in collaborating in work teams and rarely attend work team meetings. The remaining 61% of employees have no problem with contributing to the organization.
6. There are 40% of employees who have problems during the completion of work results, where it can be seen that employees generally have not completed work tasks on time and have not fully carried out the work that is their responsibility. The remaining 60% of employees have no problem with the time for completion of work results.

Employee performance problems that occur at PT. Karya Abadi Luhur is thought to be related to charismatic leadership and employee personality in theory.

The reason for choosing the charismatic leadership variable is because it is thought to be related to employee performance. Besides that, the importance of charismatic leaders because charismatic leaders are able to influence their subordinates, starting when the leader clearly articulates an organizational vision. Vision provides followers with a sense of continuity with a better future for the organization. Then the leader communicates expectations for high performance and expresses confidence that followers can achieve those expectations. Then the leader delivers by word and action, setting an example for followers to emulate. Ultimately charismatic leaders make self-sacrifice and engage in unconventional behavior to demonstrate courage and conviction about the vision. The reason for choosing personality variables is because they are thought to be related to employee performance. Besides that, personality is unique and consistent so that it can be used to differentiate between one individual and another. This uniqueness is what makes personality a variable that is used to describe individuals who are different from other individuals.

Based on the background as described above, the authors are interested in raising research on employee performance, and how it relates to charismatic leadership and employee personality.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

A. Employee Performance

According to Bernardin (2013: 222) performance is a record of the results obtained from certain job functions over a certain period of time. Performance indicators include: (a) Quality, which is the level at which the process or result of the completion of an activity is near perfect, (b) Quantity, namely the products produced can be shown in currency units, the number of units, or the number of cycles of activities completed, (c) Cost-effectiveness, namely the degree to which organizational resources such as human, financial, technological, raw materials can be maximized in the sense of obtaining the highest profit or reducing losses arising from each unit or example of the use of an existing resource. Ivancevich and Matteson (2008: 170) suggest that performance is the result of performance in carrying out a job. The essence of performance management is the actual measurement of individual or group performance. Performance indicators include (a) Quantity of work, namely the amount of work done in normal conditions, (b) Quality of work, namely accuracy, neatness and accuracy at work, (c) Personal quality, which includes appearance, personality, attitude, leadership, integrity, and social skills.

Then Mathis and H. Jackson (2011: 324-326) argue that performance is defined as results-based information that focuses on employee achievement. In types of work where the (quantitative) measure is clearly visible, a results-based information approach may be more likely to be successful. Performance indicators include: (a) The number of results, namely the achievement of targets or targets in quantity can be measured absolutely, in percentage or index, (b) The quality of the results, namely the quality is relative, so it is not easy to measure and is highly dependent on taste individual. Quality can be felt, seen, or felt, (c) Effectiveness, namely the maximum use of resources and time available in the organization to increase profits and reduce losses, (d) Efficiency / Timeliness of results, i.e. every task implementation always takes time as input.

The opinion of Colquitt and J. Wesson (2013: 38-42) that employee performance is a number of behaviors and contributions of organizational members for the achievement of organizational goals. Employee performance is reflected in the work shown by employees. Performance indicators include: (a) Performance on tasks is the result of work, both in quality and quantity according to the task, (b) Citizenship behavior is an action taken as a member of the organization, (c) Counter-productive behavior is behavior carried out by individuals or employees which deliberately deviated from the organizational rules.

According to Soetrisno (2010: 87) that achievement or performance is the result of work that has been achieved by someone from their work behavior in carrying out work activities. Performance indicators include: (a) The quality of work is the quality of work achieved based on the requirements of its

suitability and readiness, (b) The quantity of work is the amount of work that can be completed according to the target within a certain period, (c) Working time is the accuracy of completing a job in accordance with time, (d) Cooperation is cooperation among colleagues. Furthermore, according to Mangkunegara (2007: 67) that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance indicators include: (a) Quality of work is the quality of work achieved based on terms of suitability and readiness, (b) Quantity of work is the amount of work that can be completed according to the target within a certain period, (c) Implementation of tasks is how far it is capable of doing the job. accurately.

Meanwhile, according to Robbins (2009: 258) that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities given to him. Performance indicators include: (a) Quality of work is employees' perceptions of the quality of work produced and the perfection of tasks on employee skills and abilities, (b) Quantity of work is the amount produced expressed in terms such as the number of units, the number of activity cycles completed, (c)) Timeliness is the level of activity completed at the beginning of the stated time, seen from the point of coordination with output results and maximizing the time available for other activities, (d) Effectiveness is the level of use of organizational resources (energy, money, technology, raw materials) maximized with the aim of increasing the results of each unit in the use of resources, (e) Independence is the level of an employee who will later be able to carry out their work functions, (f) Work commitment is the level where employees have work commitment to the agency and employee responsibilities to the office. Wirawan (2012: 113) argues that employee performance is also an output produced by functions or indicators of a job or profession within a certain time. Performance indicators include: (a) Quality of work is the quality of work achieved based on requirements of suitability and readiness, (b) Quantity of work is the quality of work achieved based on conditions of suitability and readiness, (c) Time of completion of work is the accuracy of completion of work according to the time.

Based on some of the above theories, it can be synthesized that employee performance is the result of work targets achieved in performing tasks assigned to employees. Performance indicators include (a) work efficiency, (b) work effectiveness, (c) quality, (d)) Quantity, (e) Contribution, (f) Time for completion of work results.

B. Charismatic Leadership

According to Truskie (2002: 45) that charisma comes from Greek which means "grace". A power that cannot be logically explained is called a charismatic power. Charisma is considered a combination of charm and personal attractiveness that contributes to the extraordinary ability to make others support the vision and also promote it passionately. Charisma can also be interpreted as a state or talent that is associated with an extraordinary ability in terms of a person's leadership to arouse a sense of admiration from the community for himself or leadership attributes based on individual personality qualities. His charismatic nature is a gift from God. Charismatic leaders can be seen in the way they speak, walk and act. A charismatic leader possesses a mysterious quality and the overwhelming belief of his followers without the slightest doubt of his quality and ability to communicate developed ideas and values in a clear manner. Meanwhile, according to Ivancevich (2007: 209) that charismatic leaders are leaders who create a motivational atmosphere based on commitment and emotional identity in their vision, philosophy, and style in their subordinates. Charismatic leaders are able to play an important role in creating change. Individuals who bear these hero qualities have charisma. Some others see charismatic leaders as heroes.

Then Ivancevich (2007: 211), classifies charismatic leaders into two types, namely charismatic visionaries and charismatics in times of crisis. Visionary charismatic leaders express a shared vision of the future. Through communication skills, visionary charismatic leaders link the needs and targets of their followers with the goals or tasks of the organization. It is easier to associate followers with the target of the follower with the organization's vision, mission, and goals if they are dissatisfied or unsatisfied with the current situation. According to Barbara Mackoff and Wenet (2001: 226) that the visionary charismatic leader has the ability to see the big picture and the opportunities that exist in the big picture. According to Ian I. Mirtoff (2004: 22), that all types of charismatic leaders in times of crisis will show their influence when the system must face a situation where existing knowledge, information, and procedures are insufficient. This type of leader clearly communicates what actions to take and what consequences are faced.

However, according to Wursanto (2002: 197), the charismatic theory states that a person becomes a leader because that person has charisma (very large influence). These leaders usually have a lot of attractiveness, authority and influence. Furthermore, according to Robbins (2009: 243) the main characteristics of a charismatic leader in terms of indicators, namely:

- a. Confident, the leader truly believes in his judgment and abilities.
- b. One vision is an ideal goal that proposes a better future.
- c. Ability to express visions clearly. Leaders are able to clarify and put together the vision in words that can be understood by others. These artilleries demonstrate an understanding of the followers' needs and will therefore act as a motivating force.
- d. Strong beliefs about the vision. Charismatic leaders have a strong commitment and are willing to take high personal risks, incur high costs, and involve themselves in sacrifices to achieve that vision.
- e. Behavior that is outside the rules. Charismatic leaders engage in behavior that is understood as something new, unconventional, and contrary to norms. When successful, this behavior elicits shock and admiration for followers.
- f. Understood as an agent of change. Charismatic leaders are understood as radical agents of change.
- g. Environmental sensitivity. These leaders are able to make realistic assessments of the environmental and resource constraints needed to bring about change.
- h. Charismatic leadership has a relationship with respect, collective identity, and group performance, and is not directly related to trust, satisfaction, and empowerment.
- i. Exemplary forms the basis for followers' interest in leadership is the perception of a leader who is seen as extraordinarily valued as someone who can set an example for his followers.

Furthermore, according to Schermerhorn, John R., James G. Hunt, Richard N. Osborn, Mary Uhl-Bien (2010: 410) that charismatic leadership style is related to innovation implementation behavior and consequently identified leadership constructs in promoting which play an important role in promoting followers. Furthermore, according to Barron (2008: 516) that charismatic leaders are leaders who have a very strong effect on their followers, such as individuals who have a number of self-confidence. Likewise, Robbins and Judge (2008: 341-342) argue that a charismatic leadership style is a leadership theory which states that followers make attributions of heroic or extraordinary leadership abilities when they observe certain behaviors. Meanwhile, according to Wood (2001: 470) that a charismatic leadership style is a leader through strength in individual abilities. Gunawan (2018: 89) states that a charismatic leader is highly respected by others because of his personality features, traits, and behavior that other people generally don't have. Some of the characteristics usually possessed by charismatic leaders are: (a) having a strong appeal so that they can have large followers; (b) the reasons followers obey and obey the leader cannot be explained; (c) the leader appears to have magical or magical powers; and (d) this leader's charisma is what it is, not seeing because of age, wealth, throne, health, even good looks.

According to Budiadi (2016: 56) suggests that there are main characteristics of charismatic leadership, including (a) confidence in self-efficacy is very high; (b) able to express his vision clearly and easily understood by others; (c) belief in the vision created is very strong, has the courage to take any high risks and is willing to sacrifice in achieving the vision; (d) because garcinia, the behavior of this leader outside the rules means that the behavior is not usually done by others; (e) this leader is an agent of change, which does not maintain the current state like the previous state (status quo); and (f) in achieving change, this charismatic leader is able to realistically assess constraints on the environment and is able to assess what resources are needed.

According to Marginingsih's opinion, (2016; 95) that charismatic leaders have several behaviors, including: (a) leaders have behaviors that are always trusted by their followers so that decisions taken by leaders always give their own impression and believe in the competence of the leader so that they are only obedient and obey; (b) the leader has a behavior that emphasizes the basic goals of the group based on the ideals, values, hopes and desires of his followers; (c) this leader has an attractive vision of a better future for the organization, this is where followers will have an emotional connection to the leader so as to motivate followers to remain committed until the stated goals are achieved; (d) this leader has the behavior as a role model for his followers so that the leader can give greater influence because his followers already have the same values and beliefs as the leader; and (e) this leader will always give hope

and trust to his followers with the aim that the followers have high commitment and performance in achieving the stated organizational goals. According to Muslim and Sururin (2016), several indicators of this charismatic leadership include: (a) followers are very sure of the truth conveyed by the leader; (b) his followers accept whatever the leader says and does without asking; (c) the followers love the leader very much; (4) followers have awareness in following the leader's orders; (d) the leader in an effort to achieve the mission of the organization emotionally involves his followers; (e) the leader strives for his followers to achieve high performance; (f) followers believe that the leader will be able to achieve the vision with the mission of the organization.

Then Muslim and Sururin (2016) stated that based on the results of Robbins' research on learning to be a leader who can have charisma, they state how a person can become a leader who has charisma, including (a) stating high goals; (b) express high-performance expectations and beliefs; (c) trust in the success of subordinates in achieving these expectations, and (d) have empathy for the needs of his subordinates. Robbins gave an example here where students were asked to make presentations in front of the class. According to Yukl (2009: 294), proposing a theory to explain charismatic leadership in terms of a set of testable proposals involves an observable process. The theory concerns how charismatic leaders behave, their traits, and skills, and the conditions under which they are most likely to arise. A limitation of the early theory was ambiguity about the influence process. Yukl (2009: 294), has revised and expanded the theory by incorporating new developments in thinking about human motivation and a more detailed picture of the influence of leaders on followers. Evidence of charismatic leadership is provided by the leader-follower relationship. As in the early theory by Yukl (2009: 294), a leader who has charisma has a deep and unusual influence on followers. Followers feel: (a) they believe the leader's beliefs are true, (b) they are willing to obey the leader, (c) they feel compassion for the leader, (d) they are emotionally involved in the mission of the group or organization, (e) they have high-performance goals, and they believe that (f) they can contribute to the success of that mission.

Based on some of the above theories, it can be synthesized that charismatic leadership is the behavior of a person who has enormous attractiveness, authority, and influence in creating change. Charismatic leadership indicators include (a) Care for the context of the environment, (b) Having a strategy and articulation of the vision, (c) Caring for the needs of followers, (d) Having personal risks, and having unconventional behavior, and (e) Having strengthened big ones and use them appropriately.

C. Employee Personality

According to Khaerul Umam (2010: 42) that personality is a dynamic organization within an individual's psychological and physical system that determines the characteristics of his behavior and thoughts. Personality is a behavior in humans that develops through self-development. Personality Development in a person has lasted a lifetime, according to him, humans will develop gradually through interactions with community members. Personality can also be defined specifically as a group of attitudes that a person has as the background of his behavior. This means that the personality aims to show a group of individual behavior to be able to do, know, think and feel specific when he is in contact with other people or when he is facing a problem/situation. Therefore, personality is an individual abstraction and its behavior is the same as society and culture. Therefore, personality is described as an interplay between these three aspects.

Another opinion of Richard M. Ryckman (2008: 4) that personality is a dynamic and organized set of characteristics possessed by a person that uniquely affects his cognition, motivation, and behavior in various situations. Personality is the overall attitude, feeling, expression, and temperament of a person. Attitudes, feelings, expressions, and temperaments will manifest in one's actions when faced with certain situations. Everyone has a tendency to behave in a standard manner, or patterned and consistent so that it becomes their personal characteristics. Personality is a whole pattern of attitudes, needs, characteristics, and behavior of a person. The pattern means something that has become a standard or standard, applies consistently in the face of the situation at hand. The pattern of behavior is thus standardized behavior, which a person tends to display when he is faced with certain life situations. People who are naturally shy tend to avoid making eye contact with the other person.

Furthermore, Alwisol (2007: 8) states that personality is behavior that is shown in the social environment - the impression of oneself that is desired so that it can be captured by the social environment. A person's personality develops through interactions among many factors, namely biological inheritance, physical

environment, culture, group life, and a person's unique experiences. Biological inheritance is the raw material for a person's personality. The raw material can be formed in a number of ways. Other than that, the influence of the natural or physical environment on human personality is less than the other factors. The physical environment does not encourage a person's special personality. The interaction between communities is also very influential. The personalities that emerge from one society are different from the personalities of other societies. Every society develops one or several basic personality types according to its culture. Cultural aspects that influence personality development are cultural norms.

Benet-Martínez & Oishi, (2008; 45) argue that personality is shaped by genetic and environmental factors, among the most important of the latter are cultural influences. Personality is a description of how a person behaves in his / her environment, which can be seen from the habit of thinking, attitudes and interests, as well as a unique view of life to have consistency. Because in human life as an individual or a social being, the personality always experiences the colors of life. Sometimes it is happy, serene, and joyful. However, life experience proves that humans also sometimes experience things that are bitter, anxious, frustrated and so on. This shows that humans experience the dynamics of life.

Furthermore, McAdams (2007; 19) argues that there are 3 (three) fertile areas of similarity among psychodynamic personality models involving motivation, mental structures and processes, as well as stability and personality changes. Personality development is a processor stage of growth in a better direction, its development becomes more perfect in terms of reason, knowledge, and so on. In principle, the development of personality is the stages of progressive changes that occur in the life span of humans and other organisms, without distinguishing the aspects contained in these organisms. Furthermore, Hurlock, E.B (2006; 15), states that personality is a distinctive pattern of thoughts, feelings, and behaviors that distinguishes people from others and it persists over time. There are 5 factors that influence personality, namely experience, awareness, extraversion, friendliness, and neuroticism, often listed under acronyms. Personality describes a relatively stable set of characteristics, tendencies and temperaments which are significantly shaped by heredity and social, cultural and environmental factors and determine general characteristics and differences in a person. Personality is also the total number of ways in which individual acts and interacts with other people.

Meanwhile, Den Hartog and Belschak, (2012: 114), state that personality is expressed through preferences and biases that are motivated by the way people see the world and overcome it in the world. Personality disorders are persistent, chronic personality traits, can occur in almost any setting, deviate markedly from cultural norms and lead to poor functioning of life, are inflexible, and usually occur in late adolescence or early adulthood. This is because at this age the problems of personality often appear so broad and complex. Sednagkan Hewitt (2010; 34) argues that personality traits have causal powers. Traits correspond to 'general neuropsychic structures' that modulate an individual's understanding of stimuli and adaptive behavioral choices. Thus, a trait represents more than a few running averages of behavior. For example, we can look at the nature of anxiety only as an integral part of a plot of state anxiety over time, but this perspective tells us nothing about the underlying roots of vulnerability to anxiety.

According to Demirtas, O (2015; 12), that personality is cognitive expectations, self-efficacy, expected outcomes, schemes, cognitive variables of people, personal constructs, reciprocal determinism, modeling, constructive alternativism, story life. The personality factor is the awareness from within a person himself to be disciplined based on the values adopted or instilled by a person. Personality factors are related to the value system adopted by the individual. Values that uphold discipline taught or instilled by parents, teachers, and society are used as a frame of reference for the application of discipline in the workplace. According to Clark TR (2012: 67), personality is self-actualization, creativity, flow, humanistic spirituality, personal responsibility, freedom, choice, openness to experience, positive unconditional assumption, acceptance, empathy, true self, the hierarchy of needs, experience peak, positive psychology. There are 3 (three) levels of attitude change into behavior, namely: Discipline due to obedience: Compliance with rules based on feelings of fear. Work discipline at this level is carried out solely to get a positive reaction from the leadership or superior in authority. Conversely, if the supervisor is not present, work discipline is not visible. Discipline due to the identification. Compliance with rules based on identification is a feeling of admiration for the leader. Employees who show discipline towards rules are more due to the reluctance of their superiors. Employees feel bad about not complying with the rules. If this identification center does not exist, work discipline will decrease and the frequency of

violations will increase. Discipline due to internalization. This discipline occurs because employees have a personal value system that upholds discipline.

According to J.L. Gibson, J.M. Ivancevich, J.H. Donnelly, & R. Konopaske (2006: 113,117), that personality is a set of characteristics, tendencies, and relatively stable temperaments (of individuals) that have been significantly shaped by inheritance and by social, cultural, and environmental factors. The top five personality indicators: (a) Conscience. Hardworking, diligent, regular, and persistent, (b) Extroversion. The extent to which a person can be social, gregarious, and assertive, (c) Agreeableness. The level of working well with others by sharing trust, warmth, and cooperation, (d) Emotional Stability. The ability that a person displays in handling stress by remaining calm, focused, and confident, and (e) Openness to Experience. The range of a person's interest in new things. J.A. Colquitt, J.A. Lepine, M.J. Wesson (2011: 294,296), states that personality refers to structures and tendencies in people that explain their distinctive patterns of thought, emotion, and behavior. The Five Great Personality Factors: (a) Conscience (with characteristics: dependable, organized, dependable, ambitious, hardworking, and persistent), (b) Agreeableness (kind, cooperative, sympathetic, helpful, polite and warm), (c) Neuroticism (nervous, moody, jealous emotionally, and unstable), (d) Openness to Experience (curious, imaginative, creative, complex, subtle and sophisticated), and (e) Extraversion (talkative, outgoing, passionate, assertive, brave, dominant).

J.M. Ivancevich, R. Konopaske, M.T. Matteson (2008: 74-76), argues that personality is a term used to describe many feelings and behaviors. The "Big Five" Personality Dimensions include: (a) Extroversion, a trait that shows the behavior of a person who is friendly, sociable, (b) Emotional Stability is the ability to be calm, relaxed and safe, (c) Agree, it is a tendency to be polite, forgiving, tolerant, trusting, and soft-hearted, (d) Conscience, it is a tendency to be reliable, carefully organized and courteous, (e) Openness to experience, it reflects the level of board-thinking, creative, intelligent and imaginative.

Furthermore, F. Luthans (2011: 132) states that personality means how a person affects others and how he understands and views himself and the patterns of inner and outer characteristics that can be measured and the interaction of person-situations. Five major personality traits: (a) Conscience: reliable, hard-working, organized, self-disciplined, persistent, responsible, (b) Emotional skills: calm, safe, happy, not combed, (c) Agreeableness: cooperative, warm, caring, kind, polite, trusting, (d) Extraversion: Sociable, outgoing, talkative, assertive, gregarious, (e) Openness to experience: curious, intellectual, creative, cultured, artistic, sensitive, flexible, delusional. Sednagkan Janasz C. Suzanne, Dowd O. Karen and Schneider Z. Beth (2009: 8), that personality describes a series of characteristics, tendencies, and temperaments that are really stable which have been shaped by heredity and by social, cultural, and environmental factors. . The Big Five personality dimensions. The five abstraction dimensions represent most of the personality traits: (a) Extroversion. Is the level at which an individual is social or antisocial, out or shy, assertive or passive, active or inactive and talkative or sufficient, (b) Agreeableness. Measuring the degree to which someone is friendly or rescued, cooperative or guarded, flexible or inflexible, trusting or cautious, kind-hearted or moody, gentle-inherited or tough, and tolerant or judgmental, (c) emotional stability of character level to which one is consistent or inconsistent in how they react to certain events, react impulsively or weigh options before acting and taking things personally or looking at a situation objectively; (d) Conscience. Is the level at which a person is reliable or inconsistent, quantifiable or unreliable, follows through on commitments or denials and keeps promises to be careful, thorough, organized, persistent, diary achievement, hard work, and perseverance, (e) Openness to experience. Characterizes the degree to which people are interested in linking their horizons or limiting them, learning new things or sticking with what they already know, meeting new people by associating current friends and coworkers, going to new places or limiting themselves to known places).

Then according to McShane L. Steven and Glinow V.A Marry (2010: 51), that personality refers to a stable pattern of behavior and consistent internal conditions that explain a person's behavioral tendencies. Five abstraction dimensions that represent most personality traits: (a) Conscience. Conscience refers to a person who is careful, reliable, and self-disciplined, (b) Agreeableness. These include the traits of polite, kind, empathic and caring, (c) Neuroticism. Neuroticism characterizes people with high levels of anxiety, hostility, depression, and self-awareness; (d) Openness to experience. This dimension is the most complex and has the least agreement among scholars. In general, it refers to the extent to which people are sensitive, flexible, creative, and curious, (e) Extroversion. Extroversion characterizes people who are outgoing, chatty, sociable, and assertive

The opinion of Den Hartog, D., N. & Belschak, F., D. (2012: 77.80), that personality is beneficial to employees because it contains a characteristic profile that informs employees about the behavior that can be expected from their managers. The Five Great Personality Factors: (a) Emotional ability is the degree to which a person becomes calm, safe, and free from strong negative feelings, (b) Attraction is a person's ability to get along with other people, (c) Extraversion is the extent to which a person seeks the company of others, (d) Conscience is concerned with self-discipline, acting responsibly, and directing our behavior, (e) Openness describes how I can incorporate creativity. According to Sondang P. Siagian (2014: 77) that personality is the whole way used by a person to react and interact with others. Personality indicators include: (a) Social Sensitivity: a personality dimension that describes someone who is sociable, speaking ability, and assertive, (b) Able to agree: a personality dimension that describes someone who is kind and cooperative and trusting, (c) Listening to one's heart: a dimension personality that describes someone who is responsible, reliable, diligent and achievement-oriented, disciplined, honest, (d) Emotional stability: a personality dimension that accommodates a person's ability to withstand stress. People with positive emotional stability tend to be calm, passionate and safe. Those with high negative scores tend to be restless, depressed, and insecure, and (e) Openness in experiences: a personality dimension that characterizes someone who is imaginative, genuinely sensitive, and intellectual.

According to Mudrika, Nafis (2011: 8) that personality is a dynamic organization of the individual psychophysical system that determines the behavior and thoughts of individuals which determine the behavior and thoughts of individuals in particular. Personality indicators include: (a) Extrovert vs Introvert (E vs I). The EI indicator looks at a person's energy source coming from outside or inside (himself), (b) Sensing vs Intuition (S vs N). SN indicator looks at how individuals process data, (c) Thinking vs Feeling (T vs F). The TF indicator looks at how people make decisions, and (d) Perceiving vs Judging (P vs J). The PJ indicator looks at a person's degree of flexibility). Furthermore Feist, J. & Feist, J.G. (2008: 44) that personality represents individual characteristics consisting of patterns of thoughts, feelings, and consistent behavior. Personality indicators include: (a) Extroversion, the personality that describes someone who is single, cheerful and confident, (b) Ability to agree, personality that describes someone who is good, cooperative and trusting, (c) Ability to listen to conscience, personality that describes someone who is responsible. responsible, reliable, stable, orderly, (d) Emotional stability, a personality that characterizes someone who is calm, confident, at ease, depressed, and (e) Personality which characterizes a person based on imagination, sensitivity and curiosity.

Based on some of the theories above, it can be synthesized that the employee's personality is the structure and tendencies within employees that explain their characteristic patterns of thoughts, emotions, and behavior. Personality indicators: (a) Extraversion (the personality that describes social pleasure, easy to socialize, lives in groups and is assertive), (b) Agreeableness (the personality that describes someone as cooperative and trustworthy), (c) Conscientiousness (the personality that describes someone as a person who is responsible, reliable, and neat, (d) Openness (the personality that describes someone as sensitive, imaginative, and curious), and (e) Neuroticism (the personality that describes a person's resistance to pressure or stress).

The relevant previous research results are intended to provide an overview of the feasibility position in research on the relationship between charismatic leadership and employee personality and employee performance as follows:

Table 2. Relevant Research Results

No.	Author and Publication	Research Title	Method	Research Results
1.	Sidra Ansar, Humaira Aziz, Afsheen Majeed, International Journal of Scientific & Engineering Research, Volume 7, Issue 11, November-2016.	Impact of Charismatic Leadership Style on Job Performance	This type of quantitative research. Survey research methods with data analysis techniques using descriptive analysis techniques and inferential	The findings show that leaders are charismatic and employee motivation has a positive relationship with the results higher performance, the correlation value $r = 0.746$, and the amount of contribution the results show 55.7% that charismatic leaders

No.	Author and Publication	Research Title	Method	Research Results
			statistics	motivate and help employees committed to organizational goals and effectiveness of organizational effectiveness. Charismatic leadership works as an analyst attitudes and work constructs of subordinates so more efficient performance.
2.	Dimika Sari Dewi, Ni Wayan Mujiati, E-Jurnal Manajemen Unud, Vol. 4, No. 4, 2015: 930-942. ISSN : 2302-8912	Pengaruh The Big Five Personality dan Kepemimpinan Transformasional terhadap Kinerja Karyawan di Karma Jimbaran Villa	This type of quantitative research. Survey research methods with data analysis techniques using descriptive analysis techniques and inferential statistics	The results of the analysis state that the big five personalities have a positive and significant effect on transformational leadership with a β value of 0.571. The big five personalities have a positive and significant effect on employee performance with a β value of 0.432. Based on the results of this study, it can be concluded that the more The big five personality increases, the employee's performance increases.
3.	Muhammad Ikram Ul Haq, Journal of Marketing and Consumer Research www.iiste.org ISSN 2422-8451 An International Peer-reviewed Journal Vol.21, 2016	Hubungan antara Kepemimpinan Kharismatik, Keterlibatan Pekerjaan Terhadap Kinerja Karyawan	This type of quantitative research. Survey research methods with data analysis techniques using descriptive analysis techniques and inferential statistics	The results showed that there was a positive relationship between charismatic leadership and employee performance with a correlation value of $r = 0.523$, also a positive relationship between job involvement and employee performance with a correlation value of $r = 0.337$.
4.	Lavinia Cicero & Antonio Pierro, International Journal of Psychology, ISSN: 0020-7594 (Print) 1464-066X (Online) Journal homepage: https://www.tandfonline.com/loi/pijp20	Charismatic leadership and organizational outcomes: The mediating role of employees' work- group identification	This type of quantitative research. Survey research methods with data analysis techniques using descriptive analysis techniques and inferential statistics	As expected, the research revealed significant and the positive association between charismatic leadership and workgroup identification ($r = 0.32$, $p < 0.001$), charismatic leadership and work effort ($r = 0.23$, $p < 0.05$), and between workgroups identification and work effort ($r = 0.35$, $p < 0.001$).
5.	Ryan Perdana, Program Pascasarjana, Fakultas Ekonomi, Universitas Islam Indonesia, November 2017	Pengaruh Gaya Kepemimpinan Kharismatik dan Komunikasi terhadap Motivasi Dalam Meningkatkan Kinerja Karyawan Studi pada Pegawai Rumah Sakit Jiwa Ghrasia Yogyakarta	This type of quantitative research. Survey research methods with data analysis techniques using descriptive analysis techniques and inferential statistics	The results of the calculation show that Charismatic Leadership Style has a positive and significant effect on motivation with a value of $\beta = 0.331$ and Charismatic Leadership Style directly has a positive and significant effect on Employee Performance with a value of $\beta = 0.447$. Thus it can be concluded that the more charismatic leadership style increases, it will increase employee performance.

The conclusions from the results of the above studies overall support this research topic regarding the relationship between charismatic leadership and employee personality with employee performance.

D. Relationship between Charismatic Leadership and Employee Performance

Charismatic leadership is the behavior of a person who has enormous attractiveness, authority and influence in creating change. Charismatic leadership indicators include: (a) Care for the context of the environment, (b) Having a strategy and articulation of the vision, (c) Caring for the needs of followers, (d) Having personal risks, and having unconventional behavior, and (e) Having strengthened big ones and use them appropriately. Employee performance is the result of work targets achieved in performing tasks assigned to employees. Performance indicators include: (a) Work efficiency, (b) Work effectiveness, (c) Quality, (d) Quantity, (e) Contribution, (f) Time to complete work results. The low level of charismatic leadership results in the low behavior of a person who has enormous attractiveness, authority and influence in creating change. Likewise, if charismatic leadership is high, it will result in a high attractiveness of authority and a very large influence in creating change. This means that if charismatic leadership is low, it is thought to result in low employee work results. As the research results of Nurman Widiyanto (2009) concluded that there is a significant influence of charismatic leadership style on employee performance, this is based on the results of the tcount test with a significance level of 0.000 ($p < 0.05$). With these results, the correctness of the research hypothesis is accepted. The coefficient of determination which shows the influence of charismatic leadership style on employee performance is 56%. These results make it clear that there is an influence of charismatic leadership on employee performance. Based on the description above, it shows that low charismatic leadership causes low employee performance. Thus, it can be concluded that it is suspected that there is a positive relationship between charismatic leadership and employee performance.

E. Relationship between Employee Personality and Employee Performance

Employee personality is a structure and tendency within employees that explains their characteristic patterns of thoughts, emotions, and behavior. Personality indicators: (a) Extraversion (personality that describes social pleasure, easy to socialize, lives in groups and is assertive), (b) Agreeableness (personality that describes someone as cooperative and trustworthy), (c) Conscientiousness (personality that describes someone as a person who is responsible, reliable, and neat), (d) Openness (personality that describes someone as sensitive, imaginative, and curious), and (e) Neuroticism (personality that describes a person's resistance to pressure or stress). Employee performance is the result of work targets achieved in performing tasks assigned to employees. Performance indicators include: (a) Work efficiency, (b) Work effectiveness, (c) Quality, (d) Quantity, (e) Contribution, (f) Time to complete work results. The low personality of employees results in a lower structure and tendency in employees which explains their characteristic patterns of thoughts, emotions, and behavior. This means that employee behavior at work will be low, and this is thought to be related to employee performance. As the results of research by Nilawati Fiernaningsih (2017), based on the analysis of data processing that has been tested in this study, it is declared valid and reliable. The result of the simple linear regression equation is $Y = 26.309 + 2.061X$. The results of the hypothesis test show that $t_{count} > t_{table}$ then $5.025 > 2.048$. The coefficient of determination is 0.474, while the percentage figure for the magnitude of the influence between personality variables and employee performance variables is 49.2% and the remaining 50.8% is influenced by other variables not examined in this study. These results make it clear that there is an effect of personality on employee performance. Based on the description above, it shows that the low personality of the employees results in lower employee performance. Thus it can be concluded that it is suspected that there is a positive relationship between employee personality and employee performance.

F. The relationship between Charismatic Leadership and Employee Personality together with Employee Performance

Leadership is basically related to the skills, abilities and level of influence a person has. One type of leadership is charismatic leadership, which is a type of leadership that has enormous appeal, authority and influence on the people they lead. Therefore, leadership can be owned by people who are not leaders. Charismatic leaders generally display characteristics including someone who has a very strong vision or a clear sense of purpose, he is able to communicate that vision effectively and demonstrate consistency and focus. Charismatic leaders also know their own strengths and take advantage of them. With the charismatic leadership type, it can improve employee performance, and vice versa, if the charismatic

leadership is low, it will reduce employee performance. Personality includes behavior, ways of thinking, feelings, movements, hearts, efforts, actions, responses to opportunities, pressures and daily ways of interacting with others. If these personality elements express themselves in a specific and dynamic repetitive combination then this is known as a personality style. A good personality will increase their performance, and conversely, a bad personality will decrease their performance. The low level of charismatic leadership and personality together is thought to be related to employee performance. That is, if the charismatic leadership and personality are low, it will result in low employee performance. And conversely, if the charismatic leadership and personality are high together, it will result in high employee performance. Thus, it can be concluded that it is suspected that there is a positive relationship between charismatic leadership and personality together with employee performance.

Based on the thoughts and descriptions above, the following research hypothesis can be proposed:

1. There is a positive relationship between charismatic leadership and employee performance
2. There is a positive relationship between employee personality and employee performance
3. There is a positive relationship between charismatic leadership and employee personality together with employee performance.

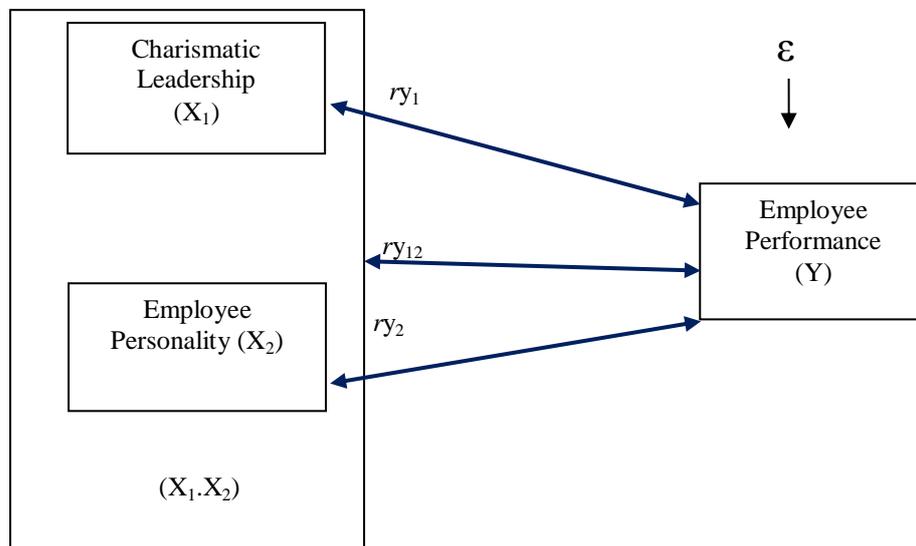


Figure 1. Research Model

III. RESEARCH METHOD

A. Research Design

The research method used is a survey method with a correlation approach. Survey methods with correlational techniques are used to describe, explain, or summarize various conditions, situations, phenomena or various research variables according to events as they are which can be photographed, interviewed, observed, and which can be disclosed through document materials. The analytical approach used is descriptive statistical analysis and inferential statistical analysis. Descriptive statistical analysis is concerned with recording and summarizing data in order to describe important things in a group of data. Meanwhile, inferential statistical analysis is concerned with testing hypotheses and drawing conclusions from recorded and summarized data. Charismatic leadership and employee personality are independent variables and performance is the dependent variable. Low charismatic leadership and employee personality, both partially and collectively, are thought to be related to low employee performance. On

the other hand, the increase in charismatic leadership and personality, both partially and collectively, is thought to be related to increased employee performance. The constellation of the relationship between charismatic leadership variables and employee personality and employee performance can be seen in full in Figure 1.

The research procedure begins with making a questionnaire, then testing the questionnaire to 30 respondents with the aim of testing the validity and reliability of the questionnaire. Validity testing aims to test whether the questionnaire measures what it is trying to measure. While the reliability test aims to test the consistency, stability, stability and accuracy of the measurement scale on the questionnaire. The population of this research is the permanent employees of PT. Karya Abadi Luhur with a total of 152 people. The number of research samples using the Slovin formula, then the number of samples were 111 employees.

The types of data taken in this study consisted of primary data and secondary data. Primary data were collected from employees of PT. Karya Abadi Luhur who is the sample or respondent. The instrument used in primary data collection was a questionnaire. The data collection technique used in this study was questionnaire distribution. Meanwhile, secondary data were collected from research sites and related institutions in order to facilitate and assist in interpreting primary data.

The data analysis technique used in this research is descriptive analysis technique and inferential statistical analysis technique. The descriptive analysis technique is intended to see the general picture. The form of descriptive analysis results, namely average, minimum, maximum, standard deviation, range, smallest value, largest value, frequency distribution, and histogram. Meanwhile, inferential statistical analysis techniques are intended to test hypotheses and draw conclusions. Inferential statistical analysis techniques used: simple correlation, multiple correlations, coefficient of determination and partial correlation. The complete data analysis technique is as follows: First, Test Requirements Analysis. Test requirements analysis is needed to determine whether data analysis for hypothesis testing can be continued or not. Several data analysis techniques demand a test of analytical requirements. Analysis of variance requires that the data come from a normally distributed population, homogeneous groups are compared, and the relationship between the two variables is linear. The test requirements used are as follows: (a). Normality test. Normality testing is done to determine whether a data distribution is normal or not. This is important to know regarding the accuracy of selecting the statistical test to be used. Because the parametric statistical test requires data to be normally distributed. The normality test used is the Liliefors technique, with an error rate of 5%. (b). Homogeneity Test. Homogeneity testing is carried out in order to test the variance of each group of data. The homogeneity test used is the Bartlett method. The variant is declared homogeneous if the value of X^2 count $< X^2$ table, tested with an error rate of 5%. (c). Linearity Test. Linearity test requirements are required to perform inferential analysis in the association test. The linearity test is intended to test whether two variables have a linear relationship or not. The linearity test used is the P-Plot. Second, Hypothesis Testing. The correlation test used is the Product Moment Correlation (Pearson), which is intended to see the relationship between charismatic leadership and employee performance, and the relationship between employee personality and employee performance.

B. Definition of Operational Variable and Indicator

Employee performance is the leadership's assessment of the employee's work using a questionnaire, based on the following indicators: (1) work efficiency, (2) work effectiveness, (3) work quality, (4) work quantity, (5) contribution to the organization, and (6) Time for completion of work results. Charismatic leadership is the assessment of staff employees using a questionnaire on the behavior of their leaders regarding their attractiveness, authority and influence in creating, based on the following indicators: (1) Care for the context of their environment, (2) Have a strategy and vision articulation, (3) Care about the needs of followers, (4) Have personal risk, and have unconventional behavior, and (5) Have great strength and use it appropriately. Employee personality is an assessment of employees using a questionnaire on themselves about the structure and tendencies in employees that explain employee characteristics patterns of thoughts, emotions, and behavior, based on the following indicators: (1) Extraversion (personality that describes social pleasure, easy socialization, living in groups and assertiveness), (2) Agreeableness (personality that describes someone as cooperative and trustworthy), (3) Conscientiousness (personality that describes someone as a person who is responsible, reliable, and

neat, (4) Openness (personality that describes someone as sensitive, imaginative, and curious), and (5) Neuroticism (personality that describes a person's resistance to pressure or stress).

IV. RESULT AND DISCUSSION

A. Relationship between Charismatic Leadership (X1) and Employee Performance (Y)

The hypothesis to be tested is as follows:

- Ho : $\rho_{y1} \leq 0$ There is no positive relationship between Charismatic Leadership and Employee Performance
- H1 : $\rho_{y1} > 0$ There is a positive relationship between Charismatic Leadership and Employee Performance

The next test after the requirements analysis test, namely the normality test and the homogeneity test, is appropriate to continue to test the relationship between Charismatic Leadership and Employee Performance, the relationship between Personality and Employee Performance, and the relationship between Charismatic Leadership and Personality together with Employee Performance. Test the relationship between Charismatic Leadership and Employee Performance with a simple Product Moment (Pearson) correlation test, the correlation coefficient value is $r_{y1} = 0.528$. The correlation coefficient value $r_{y1} = 0.528$ is + and the correlation value is $\neq 0$. These results indicate that there is a positive relationship between Charismatic Leadership and Employee Performance. The degree of strength of the relationship between Charismatic Leadership and Employee Performance is in the "medium" category because the value of $r_{y1} = 0.528$ is between the values of 0.400 - 0.599 (moderate). Complete data can be seen in Table 3 and Table 4.

Table 3. Relationship Between Charismatic Leadership and Employee Performance

		X1	Y
X1	Pearson Correlation	1	.528**
	Sig. (1-tailed)		.000
	N	111	111
Y	Pearson Correlation	.528**	1
	Sig. (1-tailed)	.000	
	N	111	111

** . Correlation is significant at the 0.01 level (1-tailed).

The next test is to test whether the relationship between Charismatic Leadership and Employee Performance with a correlation coefficient of $r_{y1} = 0.528$ is significant or not. The relationship that occurs is said to be significant if the $t_{count} > t_{table}$ value. Significant means that the relationship that occurs is real in the sense that the existence of Charismatic Leadership is significantly related to Employee Performance. The results of the significance test show that the value of $t = 6.496$ and the value of $t_{table} = 1.66$ at the level of $Sig = 0.05$ and $N - 2$ or $111 - 2 = 109$. These results indicate that the value of $t = 6.496 >$ the value of $t_{table} = 1.66$. , it means that the relationship between Charismatic Leadership and Employee Performance is significant. Thus it can be concluded that there is a significant positive relationship between Charismatic Leadership and Employee Performance. Complete data can be seen in Table 4.

Table 4. T Test Value The Relationship Between Charismatic Leadership and Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	83.547	8.601		9.713	.000

X1	.443	.068	.528	6.494	.000
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The summary of the results of the correlation analysis between Charismatic Leadership and Employee Performance and the t test significance test can be seen in Table 5.

Table 5. The summary of the results of the significance test of the relationship between charismatic leadership and employee performance

n	$r_{y.1}$	$r_{y.1}^2$	t_{hitung}	$t_{tabel}^{0,05}$	Result
111	0.528	0.279	6.494	1.66	Significant

After knowing that the relationship between Charismatic Leadership and Employee Performance is positive and significant. Furthermore, to find out how much the contribution or contribution of Charismatic Leadership to Employee Performance, an analysis is carried out using the coefficient of determination. The result of determination coefficient analysis is $r^2 = (r_{y.1})^2 = (0.528)^2 \times 100\% = 27.9\%$. These results indicate that the contribution or contribution of the existence of Charismatic Leadership is 27.9% towards Employee Performance. Finally, to determine the functional relationship between Charismatic Leadership and Employee Performance, a simple regression analysis is used. The results of the regression analysis are $\hat{Y} = 83.547 + 0.443X_1$. The results of this simple regression analysis can be explained as follows:

- 1) The constant value is 83.547, meaning that if Charismatic Leadership does not exist, then the Employee Performance (Y) value is 83.547.
- 2) The regression coefficient value of Charismatic Leadership X1 is 0.443, meaning that if there is an increase or addition (due to the + sign) one unit of Charismatic Leadership (X1) there will be an increase in Employee Performance (Y) of 0.443 one unit.
- 3) The result of the functional relationship between Charismatic Leadership (X1) and Employee Performance (Y), namely $\hat{Y} = 83.547 + 0.443X_1$ explains that Charismatic Leadership (X1) can be used to predict Employee Performance (Y). Complete data can be seen in Table 6.

Table 6. Functional Relationship between Charismatic Leadership and Employee Performance

Model	Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	83.547	8.601		9.713	.000
	X1	.443	.068	.528	6.494	.000

B. Relationship between Personality (X2) and Employee Performance (Y)

The hypothesis to be tested is as follows:

- Ho : $\rho_{y2} \leq 0$ There is no positive relationship between Personality and Employee Performance
- H1 : $\rho_{y2} > 0$ There is a positive relationship between Personality and Employee Performance

The next test after the requirements analysis test, namely the normality test and the homogeneity test, it is appropriate to continue to test the relationship between Charismatic Leadership and Employee Performance, the relationship between Personality and Employee Performance, and the relationship between Charismatic Leadership and Personality together with Employee Performance. Test the relationship between Personality and Employee Performance with a simple correlation test of Product Moment (Pearson), the correlation coefficient is $r_{y.2} = 0.713$. The correlation coefficient value $r_{y.2} = 0.713$ is + and the correlation value is $\neq 0$. These results indicate that there is a positive relationship

between Personality and Employee Performance. The degree of strength of the relationship between Personality and Employee Performance is in the "strong" category because the value of $r_{y.2} = 0.713$ is between the values of 0.600 - 0.799 (strong). Complete data can be seen in Table 4:23 and Table 7.

Table 7. Relationship between Personality and Employee Performance

		X2	Y
X2	Pearson Correlation	1	.713**
	Sig. (1-tailed)		.000
	N	111	111
Y	Pearson Correlation	.713**	1
	Sig. (1-tailed)	.000	
	N	111	111

** . Correlation is significant at the 0.01 level (1-tailed).

The next test is to test whether the relationship between Personality and Employee Performance with a correlation coefficient of $r_{y.2} = 0.713$ is significant or not. The relationship that occurs is said to be significant if the $t_{count} > t_{table}$ value. Significant means that the relationship that occurs is real in the sense that the existence of Personality is significantly related to Employee Performance. The results of the significance test show that the value of $t = 10.603$ and the value of $t_{table} = 1.66$ at the level of $Sig = 0.05$ and $N - 2$ or $111 - 2 = 109$. These results indicate that the value of $t = 10.603 >$ the value of $t_{table} = 1.66$, it means that the relationship between Personality and Employee Performance is significant. Thus it can be concluded that there is a significant positive relationship between Personality and Employee Performance. Complete data can be seen in Table 8.

Table 8. T Test Value Relationship between Personality and Employee Performance

		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
Model		Unstandardized Coefficients B	Std. Error			
1	(Constant)	64.022	19.128		5.347	.001
	X2	1.504	.142	.713	10.603	.000

a. Dependent Variable: Y

Rangkuman hasil analisis korelasi antara Kepribadian dengan Kinerja Karyawan dan uji signifikansi uji t dapat dilihat pada Tabel 9.

Table 9. The summary of the results of the significance test of the relationship between personality and employee performance

n	$r_{y.1}$	$r_{y.1}^2$	t_{hitung}	$t_{tabel} 0,05$	Result
111	0.713	0.508	10.603	1.66	Significant

After knowing that the relationship between Personality and Employee Performance is positive and significant. Furthermore, to find out how much the contribution of the existence of Personality to Employee Performance, an analysis is carried out using the coefficient of determination. The result of the coefficient of determination analysis is $r^2 = (r_{y.2})^2 = (0.713)^2 \times 100\% = 50.8\%$. These results indicate

that the contribution or contribution of the existence of Personality is equal to 50.8% of the Employee Performance. Finally, to determine the extent of the functional relationship between Personality and Employee Performance, a simple regression analysis is used. The results of the regression analysis are $\hat{Y} = 64.022 + 1.504X_2$. The results of this simple regression analysis can be explained as follows:

- 1) The constant value is 64.022, meaning that if there is no Personality, then the Employee Performance (Y) value is 64.022.
- 2) The X_2 Personality regression coefficient value is 1.504, meaning that if there is an increase or addition (due to the + sign) one Personality unit (X_2) there will be an increase in Employee Performance (Y) of 1.504 one unit.
- 3) The results of the functional relationship between Personality (X_2) and Employee Performance (Y), namely $\hat{Y} = 64.022 + 1.504X_2$, explains that Personality (X_2) can be used to predict Employee Performance (Y). Complete data can be seen in Table 10.

Table 10. Functional Relationship between Personality and Employee Performance

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	64.022	19.128		5.347	.001
	X_2	1.504	.142	.713	10.603	.000

a. Dependent Variable: Y

C. The relationship between Charismatic Leadership (X_1) and Personality (X_2) together with Employee Performance (Y)

The hypothesis to be tested is as follows:

- Ho : $\rho_{y1,2} \leq 0$ There is no positive relationship between Charismatic Leadership and Personality together with Employee Performance
- H1 : $\rho_{y1,2} > 0$ There is a positive relationship between Charismatic Leadership and Personality together with Employee Performance

Test the relationship between Charismatic Leadership and Personality together with Employee Performance with multiple correlation test, the correlation coefficient value is $R = 0.770$. The correlation coefficient value $R = 0.770$ is + and the correlation value is $\neq 0$. These results indicate that there is a positive relationship between Charismatic Leadership and Personality together with Employee Performance. The degree of strength of the relationship that exists between Charismatic Leadership and Personality together with Employee Performance is in the "very strong" category because the value of $R = 0.770$ is between the values of 0.600 - 0.799 (strong). Complete data can be seen in Table 11 and Table 12.

Table 11. Multiple Correlation Value

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.770 ^a	.593	.586	14.08243

a. Predictors: (Constant), X_2 , X_1

b. Dependent Variable: Y

The next test is to test whether the relationship that occurs between Charismatic Leadership and Personality together with Employee Performance with a significant correlation coefficient value of $R =$

0.770 or not. The relationship that occurs is said to be significant if the value of $F_{hitung} > F_{table}$ value. Significant means that the relationship that occurs is real in the sense that the existence of Charismatic Leadership and Personality together is significantly related to Employee Performance. The results of the significance test show that the value of $F_{count} = 78.749$ and the value of $F_{table} = 3.08$ at the level of $\alpha = 0.05$. These results indicate that the value of $F_{count} = 78.749 > F_{table}$ value = 3.08, meaning that the relationship between Charismatic Leadership and Personality together with Employee Performance is significant. Thus it can be concluded that there is a significant positive relationship between Charismatic Leadership and Personality together with Employee Performance. Complete data can be seen in Table 12.

Table 12. Multiple Correlation F Test

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31234.228	2	15617.114	78.749	.000 ^b
	Residual	21418.006	108	198.315		
	Total	52652.234	110			

- a. Dependent Variable: Y
- b. Predictors: (Constant), X2, X1

The summary of the results of the analysis of the relationship between Charismatic Leadership and Personality together with Employee Performance and the F test significance test can be seen in Table 13.

Table 13. The Summary of the Significance of the Interrelationship Test Results Charismatic Leadership and Personality Together With Employee Performance

n	R	R ²	F _{hitung}	F _{tabel} 0,05	Result
111	0.770	0.593	78.749	3.08	Significant

It is known that the relationship between Charismatic Leadership and Personality with Employee Performance is positive and significant. Furthermore, to find out how much the contribution or contribution of Charismatic Leadership and Personality together to Employee Performance, an analysis is carried out using the coefficient of determination. The result of the analysis of the coefficient of determination is $R^2 = (R)^2 = (0.770)^2 \times 100\% = 59.3\%$. These results indicate that the contribution or contribution of the existence of Charismatic Leadership and Personality together is 59.3% of Employee Performance. Finally, to determine the functional relationship between Charismatic Leadership and Personality together with Employee Performance, multiple regression analysis is used. The result of multiple regression analysis is $\hat{Y} = 64,597 + 0,263X_1 + 1,267X_2$. The results of this multiple regression analysis can be explained as follows:

- 1) Constant value of 64.597, meaning that if Charismatic Leadership and Personality do not exist together, the value of Employee Performance (Y) is 64.597.
- 2) The regression coefficient value of Charismatic Leadership X1 is 0.263, meaning that if there is an increase or addition (due to the + sign) one unit of Charismatic Leadership (X1), there will be an increase in Employee Performance (Y) of 0.263 one unit.
- 3) The X2 Personality regression coefficient value is 1.267, meaning that if there is an increase or addition (due to the + sign) one Personality unit (X2) there will be an increase in Employee Performance (Y) of 1.267 one unit.

- 4) The results of the functional relationship between Charismatic Leadership and Personality together with Employee Performance, namely $\hat{Y} = 64.597 + 0.263X1 + 1.267X2$ explains that Charismatic Leadership and Personality together can be used to predict employee performance. Complete data can be seen in Table 14.

Table 14. Functional Relationship Between Charismatic Leadership and Personality Together with Employee Performance

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta		
1	(Constant)	64.597	17.469	5.698	.000
	X1	.263	.055	4.764	.000
	X2	1.267	.139	9.134	.000

a. Dependent Variable: Y

D. Discussion

The discussion of the research results is a discussion of the results of the analysis that has been carried out including: (1) The relationship between Charismatic Leadership and Employee Performance; (2) the relationship between personality and employee performance; and (3) the relationship between Charismatic Leadership and Personality together with Employee Performance. The full discussion of the research results is as follows:

1. The Relationship between Charismatic Leadership (X1) and Employee Performance (Y)

Test the relationship between Charismatic Leadership and Employee Performance with a simple Product Moment (Pearson) correlation test, the correlation coefficient value is $r_{y.1} = 0.528$. The correlation coefficient value $r_{y.1} = 0.528$ is + and the correlation value is $\neq 0$. These results indicate that there is a positive relationship between Charismatic Leadership and Employee Performance. The degree of strength of the relationship between Charismatic Leadership and Employee Performance is in the "medium" category because the value of $r_{y.1} = 0.528$ is between the values of 0.400 - 0.599 (moderate). The next test is to test whether the relationship between Charismatic Leadership and Employee Performance with a correlation coefficient of $r_{y.1} = 0.528$ is significant or not. The relationship that occurs is said to be significant if the $t_{count} > t_{table}$ value. Significant means that the relationship that occurs is real in the sense that the existence of Charismatic Leadership is significantly related to Employee Performance. The results of the significance test show that the value of $t = 6.496$ and the value of $t_{table} = 1.66$ at the level of $Sig = 0.05$ and $N - 2$ or $111 - 2 = 109$. These results indicate that the value of $t = 6.496 >$ the value of $t_{table} = 1.66$. , it means that the relationship between Charismatic Leadership and Employee Performance is significant. Thus it can be concluded that there is a significant positive relationship between Charismatic Leadership and Employee Performance.

After knowing that the relationship between Charismatic Leadership and Employee Performance is positive and significant. Furthermore, to find out how much the contribution or contribution of Charismatic Leadership to Employee Performance, an analysis is carried out using the coefficient of determination. The result of determination coefficient analysis is $r^2 = (r_{y.1})^2 = (0.528)^2 \times 100\% = 27.9\%$. These results indicate that the contribution or contribution of the existence of Charismatic Leadership is 27.9% towards Employee Performance. Finally, to determine the functional relationship between Charismatic Leadership and Employee Performance, a simple regression analysis is used. The results of the regression analysis are $\hat{Y} = 83.547 + 0.443X1$. The results of this simple regression analysis can be explained as follows:

- 1) The constant value is 83.547, meaning that if Charismatic Leadership does not exist, then the Employee Performance (Y) value is 83.547.
- 2) The regression coefficient value of Charismatic Leadership X1 is 0.443, meaning that if there is an increase or addition (due to the + sign) one unit of Charismatic Leadership (X1) there will be an increase in Employee Performance (Y) of 0.443 one unit.
- 3) The results of the functional relationship between Charismatic Leadership (X1) and Employee Performance (Y), namely $\hat{Y} = 83.547 + 0.443X1$ explains that Charismatic Leadership (X1) can be used to predict Employee Performance (Y)

Charismatic Leadership Indicators with Employee Performance indicators:

- 1) The one with the strongest relationship is the indicator of having a strategy and articulation of the vision (X12) with the Work Effectiveness indicator (Y2) with a correlation coefficient of 0.649 and the level of a "strong" relationship.
- 2) Which has the weakest relationship is the indicator of Care for the needs of followers (X13) with the indicator of Contribution to Organization (Y5) with a correlation coefficient of 0.182 and the level of the relationship is "very weak".

The results of research by Sidra Ansar, Humaira Aziz, Afsheen Majeed (2016) show that charismatic leaders and employee motivation have a positive relationship, which results in higher performance, correlation value $r = 0.746$, and the amount of contribution to the results of 55.7% shows that charismatic leaders motivate and helps employees commit to organizational goals and organizational effectiveness. Charismatic leadership works as an analyst for subordinates' attitudes and work constructs so that performance is more efficient. These results reinforce that charismatic leadership has a relationship with employee performance. From the research results that have been stated above and the relevant research results, it can be concluded that Charismatic Leadership has a positive and significant relationship with Employee Performance. The more positive (conductive) the Charismatic Leadership that is formed in an organization, the more positive (high) Employee Performance. Conversely, the more negative the Charismatic Leadership, the lower the Employee Performance.

2. *The Relationship between Personality (X2) and Employee Performance (Y)*

Test the relationship between Personality and Employee Performance with a simple correlation test of Product Moment (Pearson), the correlation coefficient is $r_{y.2} = 0.713$. The correlation coefficient value $r_{y.2} = 0.713$ is + and the correlation value is $\neq 0$. These results indicate that there is a positive relationship between Personality and Employee Performance. The degree of strength of the relationship between Personality and Employee Performance is in the "strong" category because the value of $r_{y.2} = 0.713$ is between the values of 0.600 - 0.799 (strong). The next test is to test whether the relationship between Personality and Employee Performance with a correlation coefficient of $r_{y.2} = 0.713$ is significant or not. The relationship that occurs is said to be significant if the $t_{count} > t_{table}$ value. Significant means that the relationship that occurs is real in the sense that the existence of Personality is significantly related to Employee Performance. The results of the significance test show that the value of $t = 10.603$ and the value of $t_{table} = 1.66$ at the level of $Sig = 0.05$ and $N - 2$ or $111 - 2 = 109$. These results indicate that the value of $t = 10.603 >$ the value of $t_{table} = 1.66$, it means that the relationship between Personality and Employee Performance is significant. Thus it can be concluded that there is a significant positive relationship between Personality and Employee Performance.

After knowing that the relationship between Personality and Employee Performance is positive and significant. Furthermore, to find out how much the contribution of the existence of Personality to Employee Performance, an analysis is carried out using the coefficient of determination. The result of the coefficient of determination analysis is $r^2 = (r_{y.2})^2 = (0.713)^2 \times 100\% = 50.8\%$. These results indicate that the contribution or contribution of the existence of Personality is equal to 50.8% of the Employee Performance. Finally, to determine the extent of the functional relationship between Personality and Employee Performance, a simple regression analysis is used. The results of the regression analysis are $\hat{Y} = 64.022 + 1.504X2$. The results of this simple regression analysis can be explained as follows:

- 1) The constant value is 64.022, meaning that if there is no Personality, then the Employee Performance (Y) value is 64.022.

- 2) The X2 Personality regression coefficient value is 1.504, meaning that if there is an increase or addition (due to the + sign) one Personality unit (X2) there will be an increase in Employee Performance (Y) of 1.504 one unit.
- 3) The results of the functional relationship between Personality (X2) and Employee Performance (Y), namely $\hat{Y} = 64.022 + 1.504X2$ explain that Personality (X2) can be used to predict Employee Performance (Y)

Personality Indicators with Employee Performance indicators:

- 1) The one with the strongest relationship is the Neuroticism indicator (X25) with the Work Effectiveness indicator (Y2) with a correlation coefficient of 0.729 and the level of the "strong" relationship.
- 2) Which has the weakest relationship is the Conscientiousness indicator (X23) with the Contribution to Organization indicator (Y5) with a correlation coefficient of 0.162 and the level of the relationship is "very weak".

The results of the research by Dimika Sari Dewi, Ni Wayan Mujiati (2015), show that the big five personality has a positive and significant effect on transformational leadership with a β value of 0.571. The big five personality has a positive and significant effect on employee performance with a β value of 0.432. Based on the results of this study, it can be concluded that the more The big five personality increases, the employee's performance increases. The results of this study confirm that personality is related to employee performance. From the research results that have been stated above and the relevant research results, it can be concluded that Personality has a positive and significant relationship with Employee Performance. The more positive (conducive) the personality that is formed in an organization, the more positive (high) employee performance is. Conversely, the more negative the Personality, the lower the Employee Performance.

3. *The Relationship between Charismatic Leadership (X1) and Personality (X2) together with Employee Performance (Y)*

Test the relationship between Charismatic Leadership and Personality together with Employee Performance with multiple correlation tests, the correlation coefficient value is $R = 0.770$. The correlation coefficient value $R = 0.770$ is + and the correlation value is $\neq 0$. These results indicate that there is a positive relationship between Charismatic Leadership and Personality together with Employee Performance. The degree of strength of the relationship that exists between Charismatic Leadership and Personality together with Employee Performance is in the "very strong" category because the value of $R = 0.770$ is between the values of 0.600 - 0.799 (strong). The next test is to test whether the relationship that occurs between Charismatic Leadership and Personality together with Employee Performance with a significant correlation coefficient value of $R = 0.770$ or not. The relationship that occurs is said to be significant if the value of $F_{hitung} > F_{table}$ value. Significant means that the relationship that occurs is real in the sense that the existence of Charismatic Leadership and Personality together is significantly related to Employee Performance. The results of the significance test show that the value of $F_{count} = 78.749$ and the value of $F_{table} = 3.08$ at the level of $\alpha = 0.05$. These results indicate that the value of $F_{count} = 78.749 > F_{table}$ value = 3.08, meaning that the relationship between Charismatic Leadership and Personality together with Employee Performance is significant. Thus it can be concluded that there is a significant positive relationship between Charismatic Leadership and Personality together with Employee Performance.

It is known that the relationship between Charismatic Leadership and Personality with Employee Performance is positive and significant. Furthermore, to find out how much the contribution or contribution of Charismatic Leadership and Personality together to Employee Performance, an analysis is carried out using the coefficient of determination. The result of the analysis of the coefficient of determination is $R^2 = (R)^2 = (0.770)^2 \times 100\% = 59.3\%$. These results indicate that the contribution or contribution of the existence of Charismatic Leadership and Personality together is 59.3% of Employee Performance. Finally, to determine the functional relationship between Charismatic Leadership and Personality together with Employee Performance, multiple regression analysis is used. The result of multiple regression analysis is $\hat{Y} = 64,597 + 0,263X1 + 1,267X2$. The results of this multiple regression analysis can be explained as follows:

- 1) Constant value of 64.597, meaning that if Charismatic Leadership and Personality do not exist together, the value of Employee Performance (Y) is 64.597.
- 2) The regression coefficient value of Charismatic Leadership X1 is 0.263, meaning that if there is an increase or addition (due to the + sign) one unit of Charismatic Leadership (X1), there will be an increase in Employee Performance (Y) of 0.263 one unit.
- 3) The X2 Personality regression coefficient value is 1.267, meaning that if there is an increase or addition (due to the + sign) one Personality unit (X2) there will be an increase in Employee Performance (Y) of 1.267 one unit.
- 4) The results of the functional relationship between Charismatic Leadership and Personality together with Employee Performance, namely $\hat{Y} = 64.597 + 0.263X1 + 1.267X2$ explain that Charismatic Leadership and Personality together can be used to predict employee performance.

V. CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

A. Conclusion

There is a positive and significant relationship between charismatic leadership and employee performance with the correlation coefficient $r_{y.1} = 0.528$ with moderate relationship strength and the regression equation $\hat{Y} = 83.547 + 0.443X1$. Charismatic leadership contribution to employee performance is 27.9%. This means that employee performance is determined by charismatic leadership. Good charismatic leadership will result in high employee performance and vice versa if charismatic leadership is low, employee performance is also low. Charismatic Leadership Indicators with Employee Performance indicators: The ones that have the strongest relationship are indicators of having a strategy and vision articulation (X12) with Work Effectiveness indicators (Y2) with a correlation coefficient of 0.649 and a level of "strong" relationship. The one that has the weakest relationship is the Caring indicator for the needs of its followers (X13) with the Contribution to Organization indicator (Y5) with a correlation coefficient of 0.182 and the level of the relationship is "very weak".

There is a significant positive relationship between personality and employee performance with a correlation coefficient of $r_{y.2} = 0.713$ with a strong relationship strength and the regression equation $\hat{Y} = 64.022 + 1.504X2$. Personality contribution to employee performance is 50.8%. This means that employee performance is determined by personality. A good personality will result in high employee performance and vice versa if the personality is low, the employee's performance is also low. Personality indicators with Employee Performance indicators: The one with the strongest relationship is the Neuroticism indicator (X25) with the Work Effectiveness indicator (Y2) with a correlation coefficient of 0.729 and the level of a "strong" relationship. The one that has the weakest relationship is the Conscientiousness indicator (X23) with the Contribution to Organization indicator (Y5) with a correlation coefficient of 0.162 and the level of the relationship is "very weak".

There is a significant positive relationship between charismatic leadership and personality together with employee performance with a correlation coefficient of $R = 0.770$ with a strong relationship strength and the regression equation $\hat{Y} = 64.597 + 0.263X1 + 1.267X2$. The contribution of charismatic leadership and personality together to employee performance is 59.3%. This means that employee performance is determined by charismatic leadership and personality together. Charismatic leadership and good personality together will result in high employee performance and vice versa if charismatic leadership and personality are not good together, the employee's performance is also low.

B. Implications

1. Efforts to Improve Employee Performance through Charismatic Leadership

The results of the preliminary study indicate that there are problems with employee performance, namely that the expected performance targets have not been achieved in accordance with the standards. Performance problems concern efficiency at work, effectiveness at work, quality in work, quantity in

work, and contribution to the organization. The results showed that employee performance has a relationship with charismatic leadership, which means that charismatic leadership can contribute to improving employee performance, meaning that the better charismatic leadership, the better employee performance. Efforts to increase charismatic leadership can be done by increasing the Charismatic Leadership indicator with the Employee Performance indicator which has the strongest relationship, namely the indicator having a strategy and vision articulation with work effectiveness indicators with a correlation coefficient of 0.649 and a level of "strong" relationship. The steps are that charismatic leaders must: (a) care about the context of their environment, (b) have a strategy and articulation of the vision, (c) care about the needs of their followers, (d) have personal risks, and have unconventional behavior, and (e) Have great strength and use it appropriately.

2. *Efforts to Improve Employee Performance through Personality*

Hasil studi pendahuluan menunjukkan bahwa terdapat permasalahan kinerja karyawan yaitu belum tercapainya target kinerja yang diharapkan sesuai dengan standar. Permasalahan kinerja menyangkut efisiensi dalam bekerja, efektifitas dalam bekerja, kualitas dalam pekerjaan, kuantitas dalam pekerjaan, dan kontribusi terhadap organisasi. Hasil penelitian menunjukkan bahwa kinerja karyawan mempunyai hubungan dengan kepribadian yang berarti kepribadian memberikan andil pada peningkatan kinerja karyawan. Semakin baik kepribadian maka akan semakin baik kinerja karyawan. Upaya peningkatan kepribadian dapat dilakukan dengan meningkatkan indikator Kepribadian dengan indikator Kinerja Karyawan yang memiliki hubungan paling kuat yaitu indikator *Neuroticism* dengan indikator Efektifitas Kerja dengan koefisien korelasi 0,729 dan tingkat hubungan "kuat". Langkah-langkahnya dengan meningkatkan : (a) *Extraversion* (kepribadian yang mendeskripsikan senang bergaul, mudah bersosialisasi, hidup berkelompok dan tegas), (b) *Agreeableness* (kepribadian yang mendeskripsikan seseorang sebagai orang yang kooperatif dan dapat dipercaya), (c) *Conscientiousness* (kepribadian yang mendeskripsikan seseorang sebagai orang yang bertanggung jawab, dapat diandalkan, dan teratur rapi), (d) *Openness* (kepribadian yang mendeskripsikan seseorang sebagai orang yang sensitive, imajinatif, dan penuh rasa ingin tahu), dan (e) *Neuroticism* (kepribadian yang mendeskripsikan ketahanan seseorang terhadap tekanan atau stress).

3. *Efforts to Improve Employee Performance through Charismatic Leadership and Personality*

Dari hasil penelitian menunjukkan bahwa hubungan kepemimpinan kharismatik dan kepribadian secara bersama-sama dengan kinerja karyawan merupakan hubungan yang saling melengkapi satu sama lain. Artinya kepemimpinan kharismatik dan kepribadian yang baik akan berbanding lurus pada kinerja karyawan. Kontribusi kepemimpinan kharismatik dan kepribadian secara bersama-sama dinilai memberikan kontribusi relatif besar terhadap kinerja karyawan pada Sekretariat Daerah Kabupaten Bogor.

Kepemimpinan kharismatik yang baik dan kepribadian yang baik akan berkontribusi terhadap kinerja karyawan. Hal ini dapat ditunjukkan bahwa kinerja karyawan dapat tercipta dengan adanya kepemimpinan kharismatik yang baik dan kepribadian yang baik, demikian pula sebaliknya, apabila kepemimpinan kharismatik buruk dan kepribadian tidak baik maka kinerja karyawan tidak akan tercapai.

C. *Recommendation*

Based on the conclusions and implications of the study, several recommendations can be put forward as follows: *First*, For Leaders. The research results of Muhammad Ikram Ul Haq (2016) show that there is a positive relationship between charismatic leadership and employee performance with a correlation value of $r = 0.523$. According to Colquitt (2013), leadership has an effect on employee performance. The results of this study indicate that there is a positive and significant relationship between charismatic leadership and employee performance. Based on the results of relevant research, the theory and results of this study, it is recommended that charismatic leadership be improved by increasing the ability to play an active role in carrying out leadership roles, both as a direction determinant, change agent, spokesperson and coach to improve performance or morale for employees. / followers of an organization. This role has an effect if the leaders have the ability to apply a charismatic leadership style to move followers towards achieving the organizational vision. Combining a charismatic leadership style with the characteristics of followers, the organization will lead to the achievement of organizational goals.

Second, for employees. The results of research by Dimika Sari Dewi and Ni Wayan Mujiati (2015) show that the big five personalities has a positive and significant effect on employee performance with a β value of 0.432. According to Colquitt (2013), personality affects employee performance. The results of this study indicate that there is a positive and significant relationship between personality and employee performance. Based on the relevant research results, theory and the results of this study, it is recommended that employee personality be improved. Steps to improve employee personality, namely that employees try to get to know themselves and enter an organization to know about their shortcomings and strengths. Furthermore, development through education and training so that someone can have the ability, expertise and skills in carrying out the tasks and responsibilities given by the organization.

Third, it is recommended that further research on factors other than charismatic leadership and personality are related to employee performance, for example, organizational characteristics, job satisfaction, and other factors with a more in-depth analysis.

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