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The Influence of Democratic and Charismatic Leadership Styles on Employee Performance

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ABSTRACT

As an effort to improve the quality of education, it is closely related to effective leadership and management by a leader. Support from subordinates will be available and sustainable when the leader is truly qualified. A school will be capable of advancing when the leader possesses a vision and mission, managerial abilities, and also integrity in implementing quality enhancements. Moreover, the school further requires quality human resources to fulfill the objectives of an organization. This research aims to test and analyze the influence of democratic and charismatic leadership styles both simultaneously and partially. Method in this research uses and approach a quantitative approach with multiple linear regression analysis techniques. The population of this study was all 35 employees of MI Jati Salam Jombang, then the sampling technique used was census or total sampling which involved all members of the population as samples. Based on the test results, it was found that democratic and charismatic leadership styles had a positive and significant influence both simultaneously and partially on employee performance. The implications of this research theoretically find that democratic and charismatic leadership styles are theoretically able to influence employee performance but are still influenced by the policies of the organization itself, and practically the application of these two leadership styles must be consistent and continuously improve.

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Introduction

Many companies require their employees to work harder to achieve predetermined targets. Internal problems related to HR issues are also one of the causes that often become an obstacle for a company in determining its targets (Loestefani et al., 2022). One of the important aspects of management was handling human resources to boost work efficiency and effectiveness. As a result, the structure of the company is capable of winning the competition in the market. A company or organization needs to possess competent or excellent human resources so that the presence of other resources can yield maximum benefits for attaining company objectives. The achievement and performance of the company can be observed through the outcomes produced by its employees. To enhance employee performance (Muhaimin et al., 2023). The success or failure of an organization relies on and is affected by human resources as functioning employees, the employment humanizing initiative is a crucial ultimate step in endeavors to enhance human conditions in the workplace (Wardhana, 2023). By looking at the tendency of insufficient oversight from management, which diminishes employees' sense of accountability, this must not be permitted to persist as it will impact employee performance levels (Mendo et al., 2023).

According to Bakker et al. (2023), leadership can be considered as an interaction between individuals and groups where each participant interacts to each other plays a certain role. The method of choosing this role varies between one individual and another. This selection process is related to influence, where leaders influence and other people are influenced. Leadership itself is not just a technique but a trait of an individual. If a leader finds it difficult to lead in completing his tasks and problems, then don't have too high hopes for leading others. Leadership Must Start with yourself.

Leadership style refers to the methods used by leaders to influence their members, both leaders who focus more on tasks and those who prioritize relationships with their members (Alrowwad & Abualoush, 2020). Leadership style is a leader's behavioral norms used based on his strengths and weaknesses. However, not all leaders can use a leadership style appropriately according to the situation and conditions, therefore a leader must find the right leadership style so that it can be used to develop, direct and mobilize the potential that exists in employees (Wijayanti et al., 2020).

Employee performance, both quality and quantity of work, is important because it determines the success of an activity. Leaders play an important role in improving the quality of education by overseeing school operations, administration, staff development, and infrastructure maintenance (Mendo et al., 2023). The challenge of fulfilling these responsibilities effectively in shaping policy and contributing innovative ideas to improve education. Government efforts, such as legislative reform in the education sector, have an impact on the planning, implementation, and evaluation in educational institutions (Wardhana, 2021). Deming's perspective that 80% of quality problems originate from management and leadership underscores the need for research on the impact of leadership style on employee performance. This research aims to determine deficiencies and provide improvement solutions.

The problems described above are also described in research from several previous studies, including research from Firdaus et al. (2023) which states that the charismatic leadership style affects employee performance, then research by Aldian (2023) states that charismatic leadership style does not affect employee performance. Furthermore, in the democratic leadership style research by (Zulaikha et al., n.d.) stated that democratic leadership style affected employee performance, but research by Biloa (2023) stated that it had no effect.

The leadership style applied in Madrasah Ibtidaiyah (MI) Jati Salam Jombang is democratic and charismatic on situations inside and outside the organization can be controlled (Fitriyana et al., 2022). This is done because the school adapts itself to the environment and character of the parents who require a transparent

and communicative situation in all matters. Moreover, Madarasah-based schools also still have an element of sovereignty in their manners, so the charisma of an authoritative leader who has a high level of socio-religious status is the main consideration in smooth communication both internally and externally (Rochim, 2023). This is done because the school adapts itself to the environment and character of the parents who require a transparent and communicative situation in all matters. Moreover, Madarasah-based schools also still have an element of sovereignty in their manners, so the charisma of an authoritative leader who has a high level of socio-religious status is the main consideration in smooth communication both internally and externally (Ryandono et al., 2019).

Literature Review Democratic Leadership Style

Democratic leadership style is a leader's attitude that involves employees voluntarily in making decisions, making plans, and allowing employees to participate in conveying criticism and suggestions that can be held accountable (Ghifara et al., 2022). According to Syamsidar et al. (2021) democratic leadership occurs in dynamic interaction between leaders and subordinates because leaders provide opportunities for the people to participate in decision-making. Leaders always include subordinates in decision-making and attach great importance to deliberation, so that leaders do not decide things selfishly or of their own accord. This is what makes educational institutions well-managed and full of innovation because many ideas can contribute to the role of advancement in these educational institutions (Alam et al., 2023).

The indicators of democratic leadership style according to Andarista et al. (2021) are as follows:

1. Decisions are made together

Democratic leaders do not hesitate to engage with subordinates to make decisions together. So every plan made by the leader does not escape the deliberation of decision-making together.

2. Appreciate the potential of each subordinate

Democratic leadership is willing to recognize employee expertise in each field. This means that leaders respect employees' skills and place employees' work in accordance with their field.

3. Listen to suggestions, and criticism from subordinates

Accepting criticism and suggestions from subordinates is a natural thing in organizations. In this way, leaders can learn from previous mistakes. So employees are free to provide suggestions and criticism to leaders, to improve the way leaders lead the organization

4. Collaborating with his subordinates

Leaders can work together or be directly involved to do the tasks to achieve organizational goals. This means that a good leader does not hesitate to work directly with their subordinates to achieve organizational goals.

Charismatic Leadership Style

Charismatic leadership is a style of leadership that prioritizes charisma to draw in and motivate commitment from others (Wijayanti, n.d.). It is an example of a leader-centered style, alongside authoritative and transactional leadership. Leaders have greater faith in their vision and skills than in those of their followers. Leaders have more confidence in their vision and abilities than in their followers. Islam is a religion that since the beginning of its history has never been separated from the charismatic type of leadership (Febriyanti et al., 2022)(Wardhana & Ratnasari, 2022). The world of Islamic education is also like that, for example in the world of madrasah ibtidaiyah, the influence of a religious figure usually precedes the establishment of an Islamic educational institution (Fitriyanti & Kulsum, 2024). A religious figure is a figure who has enormous charisma in the eyes of followers of that religion. This charisma can become formal leaders

in Islamic educational institutions, or become informal leaders. However, the influence of this charismatic leader is large. The charismatic indicators according to Aldian (2023) are as follows:

1. Vision and articulation.

A vision is shown with better targets for the future.

2. Personal risk.

A person with a charismatic personality is willing to bear high risks, bear large costs, and engage in self-sacrifice to achieve a vision.

3. Sensitive to the environment.

Able to realistically assess environmental and human resource constraints for change.

4. Sensitivity to followers' needs.

A person with a charismatic personality is understanding of other people's abilities and is responsive to their needs and feelings.

Employee performance

Employee performance is the result of work achieved by staff when completing tasks and work assigned by the organization (Wardhana, Ratnasari, et al., n.d.) Employee performance refers to the extent to which all employees complete the tasks that make up their jobs. Performance also reflects the extent to which employees carry out the job requirements imposed by the company based on their respective job sections (Riduwan & Wardhana, 2022). According to Safitri (2022), about performance indicators, employee performance can be measured using the following indicators:

1. Quality of work, which includes the amount of production activities produced

2. Work quantity, which acts as a standard process for implementing the organization's planned activities

3. Timeliness of completing work, namely meeting the time required or expected for carrying out activities.

Hypothesis Development

The Influence of Democratic Leadership Style on Employee Performance

Andarista et al. (2021) stated that the democratic leadership style generally assumes that the opinion of people is better than one's own opinion and that participation will give rise to responsibility for its implementation. Another assumption is that participation provides members with opportunities to develop themselves. The above understanding is in line with research conducted by Chua et al. (2020), In general, the democratic leadership approach utilized by MI Jati Salam Jombang employees could enhance employee performance. The selection of leadership style implemented influences the enhancement of employee performance. The leader of MI Jati Salam Jombang, who employs a democratic leadership style, usually serves as a positive role model for employees, inspires them, and engages directly with employees concerning their responsibilities and tasks. Based on this explanation, the hypothesis proposed in this research is:

H₁: Democratic leadership has a positive and significant effect on employee performance

The Influence of Charismatic Leadership Style on Employee Performance

Charismatic leaders have a profound and unusual influence on followers, individuals perceive the leader's beliefs as genuine, embrace a leader without the need for skepticism, willingly submit to the leader, experience fondness for the leader, emotionally engaged with the vision and mission of the group or organization, can play a part in its achievements, and set ambitious performance targets (Firdaus et al., 2023). The charismatic leadership style can be a basis that can influence the people under leads to work together and try to produce results with great enthusiasm and confidence in working effectively and

efficiently to achieve the goals set together. As Akbar et al (2024) said, that a charismatic leader can be admired by many of his followers without his followers realizing it because it cannot be explained in concrete terms. Based on this explanation, the hypothesis proposed in this research is:

H₂: Charismatic leadership has a positive and significant effect on employee performance

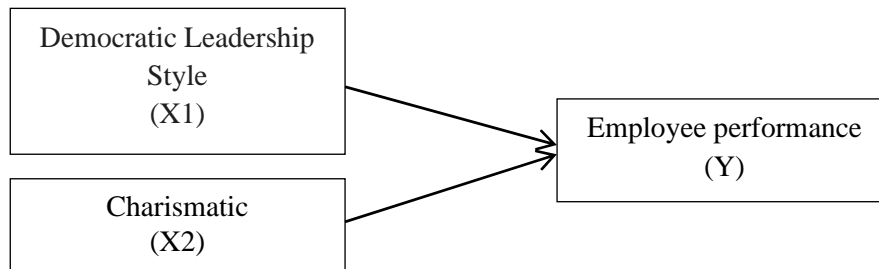


Figure 1. Model Analysis

Source: Author (2024)

Methodology

This research is quantitative and uses a causal approach. This causality approach provides an overview of the causal relationship between the independent variable and the dependent variable (Nuryahya et al., 2022)(Mafruchati et al., 2023). The population of this study was all 35 employees of MI Jati Salam Jombang, then the sampling technique used was census or total sampling which involved all members of the population as samples. The instrument prepared in the form of a questionnaire will be distributed directly to respondents, then it will be summarized using Microsoft Excel which is then input into SPSS software. The data tested used the multiple linear regression method. However, before that, the data tested the validity, reliability, normality, and classical assumptions. If it is fulfilled, then it will proceed to hypothesis testing and will be used as a conclusion (Fauziana et al., 2022)(Wardhana, Rusgianto, et al., n.d.).

The variables used in this research consist of 2 independent variables, namely democratic leadership and charismatic leadership. Then the dependent variable used is employee performance. Democratic leadership style is a leader's attitude that involves employees voluntarily making decisions, making plans, and allowing employees to participate in conveying criticism and suggestions that can be held accountable (Isgunandar et al., 2022). Charismatic leadership is a leadership style that emphasizes charisma to attract and inspire devotion by others. It is an example of a leader-centered style, in addition to authoritative and transactional leadership (Ovami et al., 2023). Then, Employee performance is the result of work achieved by staff when completing tasks and work assigned by the organization (Harsono & Syahrinullah, 2023). Employee performance refers to the extent to which all employees complete the tasks that make up their jobs. The performance also reflects the extent to which employees carry out the job requirements imposed by the company based on their respective job sections (Qosim et al., 2023).

Table 1. Variables and Indicators

| Variable | Indicators | Statement |
|----------------------------------|--|--|
| Democratic Leadership Style (X1) | Decisions are made together | Leaders always involve employees and teachers in decision-making |
| | Appreciate the potential of each subordinate | Leaders appreciate every potential possessed by teachers and employees |

| | | |
|--|--|---|
| (2021) | Listen to criticism and suggestions/opinions from subordinates | Leaders always accept and listen well to criticism and suggestions from employees and teachers |
| | Collaborating with the leader's subordinates | <ol style="list-style-type: none"> 1. Leaders have good and warm relationships with employees and teachers with all employees and teachers 2. Leaders can carry out their duties well and can collaborate with all employees and teachers |
| Charismatic Leadership Style (X2) Aldian (2023) | Vision and articulation | Leaders have a vision and mission aimed at developing the organization in the future |
| | Personal risk | <ol style="list-style-type: none"> 1. Leaders dare to take all risks and endure whatever happens to achieve the vision and mission 2. Leaders have a great sense of responsibility in achieving the vision and mission |
| | Sensitive to the environment | Leaders are aware of the obstacles that occur in achieving the vision and mission |
| | Sensitivity to followers' needs | Leaders are aware of the obstacles that occur in achieving the vision and mission |
| Employee performance (Y) Safitri (2022) | Work Quality | <ol style="list-style-type: none"> 1. I demonstrate a commitment to improvement by seeking opportunities to learn and develop 2. Learning materials/materials are selected by leaders' teachers and staff |
| | Work Quantity | <ol style="list-style-type: none"> 1. I believe that the quality of work produced by employees meets expectations 2. In the teaching and learning process there is interaction between teachers and students |
| | Timeliness of Work Completion | I believe that timely completion is an important aspect of productivity and success in the workplace |

Source: Author (2024)

Results and Discussion

The following will present the test results after distributing the questionnaire, in full as follows:

1. Validity Test

The results of the validity test in this research are presented and can be seen in the following table:

Table 2 Validity Test

| Variable | Item Question | Rvalue Calculate | Rvalue table | Decision |
|-----------------------------------|---------------|------------------|--------------|----------|
| Democratic Leadership Style (X1) | X11 | 0,703 | 0,3338 | Valid |
| | X12 | 0,773 | 0,3338 | Valid |
| | X13 | 0,701 | 0,3338 | Valid |
| | X14 | 0,731 | 0,3338 | Valid |
| | X15 | 0,822 | 0,3338 | Valid |
| Charismatic Leadership Style (X2) | X21 | 0,581 | 0,3338 | Valid |
| | X22 | 0,541 | 0,3338 | Valid |
| | X23 | 0,665 | 0,3338 | Valid |
| | X24 | 0,646 | 0,3338 | Valid |
| | X25 | 0,544 | 0,3338 | Valid |
| Employee performance (Y) | Y1 | 0,560 | 0,3338 | Valid |
| | Y2 | 0,738 | 0,3338 | Valid |
| | Y3 | 0,686 | 0,3338 | Valid |
| | Y4 | 0,433 | 0,3338 | Valid |
| | Y5 | 0,601 | 0,3338 | Valid |

Source: Data Processing Results (2024)

The data is valid because the calculated r value (correlation coefficient between democratic leadership style variables and employee performance) obtained from statistical analysis is greater than the table r value (critical correlation coefficient determined based on sample size and significance level). This shows that there is a significant relationship between the democratic leadership style applied and employee performance at Madrasah Ibtida'iyah Jati Salam Gombang, following the hypothesis proposed in this research. Thus, the results of this analysis provide strong support for the finding that democratic leadership style has a positive effect on employee performance in the context of this educational institution.

2. Reliability Test

The results of the reliability test in this research are presented and can be seen in the following table:

Table 3 Reliability Test

| Cronbach Alpha | Cronbach's Alpha Based on Standardized Items | N of items |
|----------------|--|------------|
| 0,898 | 0,942 | 18 |

Source: Data Processing Results (2024)

The Cronbach's alpha value of 0.942 which is greater than the value of 0.6 indicates a very high level of reliability in measuring the internal consistency of the questionnaire used in this research. This means that the questions in the questionnaire consistently measure the same construct, namely democratic, charismatic leadership style, and employee performance. Thus, the results obtained from the questionnaire are reliable and valid for use in research providing confidence that the data collected.

3. Normality Test

The results of the normality test in this research occurred and can be seen in the table the following:

Table 4 Normality Test

| | Unstandardized Residual |
|----------------|-------------------------|
| N | 35 |
| Test Statistic | 0.120 |

| | |
|-----------------------|-------|
| Asymp. Sig (2-tailed) | 0,200 |
|-----------------------|-------|

Source: Data Processing Results (2024)

The significance value (sig) of the Kolmogorov-Smirnov normality test is 0.200, suggesting that the data in this study follows a normal distribution, as it exceeds the commonly used significance level of 0.05.

4. Multicollinierity Test

The results of the multicollinearity test in this research occurred and can be seen in the table the following:

Table 5 Multicollinierity Test

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig | Collinearity Statistics | |
|-------|-----------------------------|-----------|---------------------------|------|-------|-------------------------|------|
| | B | Std.Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | 7.497 | 2.387 | | | | |
| | X1 | .390 | .082 | .602 | 4.730 | .000 | .727 |
| | X2 | .281 | .125 | .286 | 2.248 | .032 | .727 |

a. Dependent Variabel : Y

Sumber: Data Processing Results (2024)

Based on the test results, the Tolerance value exceeds 0.1, and the VIF is below the limit of 1, indicating that the data in the research meets the standards for avoiding multicollinearity.

5. Heteroscedasticity Test

The results of the heteroscedasticity test in this research occurred and can be seen in the table the following:

Table 6. Heteroscedasticity Test

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig |
|-------|-----------------------------|-----------|---------------------------|-------|------|
| | B | Std.Error | Beta | | |
| 1 | (Constant) | 2.914 | 1.337 | 2.179 | .037 |
| | X1 | .018 | .046 | .077 | .703 |
| | X2 | -.100 | .070 | -.287 | .162 |

a. Dependent Variabel: ABS

Sumber: Data Processing Results (2024)

Based on the test results using the -glacier method, with significance values of 0.703 for X1 and 0.162 for X2, which exceed 0.05, it can be concluded that the data in this study adheres to heteroscedasticity standards.

6. Autocorrelation Test

The results of the multicollinearity test in this research occurred and can be seen in the table the following:

Table 7. Autocorrelation Test

| Model | R | Rsquare | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|---------|-------------------|----------------------------|---------------|
| 1 | .790 ^a | .623 | .600 | 1.36469 | 1.503 |

Source: Data Processing Results (2024)

Based on these results, the Durbin-Watson test value is 1.505, falling between the dL value of 1.3433 and the dU value of 1.5838. Therefore, it can be concluded that the data in this study does not provide a definitive conclusion regarding autocorrelation.

7. Multiple Regression Analysis

The results of the multicollinearity test in this research occurred and can be seen in the table the following:

Table 8. Multiple Regression Analysis

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig |
|-------|------------|-----------------------------|-----------|---------------------------|-------|------|
| | | B | Std.Error | Beta | | |
| 1 | (Constant) | 7.497 | 2.387 | | 3.141 | .004 |
| | X1 | .390 | .082 | .602 | 4.730 | .000 |
| | X2 | .281 | .125 | .286 | 2.248 | .032 |

Source: Author (2024)

The Effect of Democratic Leadership Style on Employee Performance at Madrasah Ibtida'iyah Jati Salam Gombang

The partially significant effect of democratic leadership style on employee performance at Madrasah Ibtida'iyah Jati Salam Gombang, as concluded from the significant t-test value ($p < 0.05$), indicates that democratic leadership style plays an important role in improving individual employee performance. This suggests that leadership practices that provide opportunities for employee participation and involvement in the decision-making process can increase their motivation and engagement in their work. Thus, understanding and implementing an effective democratic leadership style can be a potential strategy to improve employee performance in the context of Madrasah Ibtida'iyah Jati Salam Gombang.

Andarista et al. (2021) stated that the democratic leadership style generally assumes that the opinion of the masses is better than one's own opinion and that participation will give rise to responsibility for its implementation. Another assumption is that participation provides members with opportunities to develop themselves. The above understanding is in line with research conducted by Chua et al. (2020), Overall, the democratic leadership style applied by MI Jati Salam Jombang employees is working well to improve employee performance. The choice of leadership style applied affects increasing employee performance. The head of MI Jati Salam Jombang who applies a democratic leadership style tends to set a good example to employees, be an inspiration, and interact directly with employees regarding the duties and work of each employee. The implementation of the democratic leadership style at MI Jati Salam Jombang is marked by a morning briefing activity which is carried out before entering class. This was deliberately done as a forum and momentum for each teacher to convey all the problems faced, then solve them together, give each other opinions, and input and support each other for the smooth running of teaching and learning activities (Iman et al., 2022)(Santoso & Kusuma, 2023).

Through these activities, teachers become more enthusiastic about their work, and, in particular, their performance increases because every obstacle will be resolved directly and resolved together with an attitude of mutual support. In this situation, the school principal does not hesitate to intervene directly, helping teachers who experience obstacles in achieving the work and performance targets of these teachers (Irawati & Haidar, 2023). Apart from that, the principal also always provides attention, is an example, is unemotional and firm, monitors employee performance, provides performance guidance and counseling to subordinates, provides motivation, is non-discriminatory, fair, listens, and appreciates subordinate performance. This is what makes teachers work freely without burden so that in the end can provide their

best performance for MI Jati Salam Jombang.

The Effect of Charismatic Leadership Style on Employee Performance at Madrasah Ibtida'iyah Jati Salam Gombang

The finding that the leadership style of charismatic leadership style has a significant and partial effect on employee performance at Madrasah Ibtida'iyah Jati Salam Gombang, as revealed by the significant t-test value ($p < 0.05$), indicates that this aspect of leadership has a meaningful impact in influencing individual performance in the context of these educational institutions. Strong interactions between charismatic leaders and their subordinates can create a motivating work environment and strengthen employees' sense of involvement in achieving common goals.

Charismatic leaders have a profound and unusual influence on followers, feel like the leader's beliefs are true, accept a leader without needing to question them, happily bow to the leader, feel affection for the leader, emotionally involved in the group or organization's vision and mission, can contribute to its success, and have high performance goals (Firdaus et al., 2023). The charismatic leadership style can be a basis that can influence the leads to work together and try to produce results with great enthusiasm and confidence in working effectively and efficiently to achieve the goals set together. As Akbar et al (2024) said a charismatic leader can be admired by many of his followers without his followers realizing it because it cannot be explained in concrete terms.

In the face of these findings, measures such as providing relevant leadership training, encouraging open communication and collaboration between leaders and staff members, and providing rewards and recognition for employees' contributions can help reinforce the positive effects of the charismatic leadership style (Wijayanti et al., 2021). In implementing leadership styles, the principal's idea to increase teacher work motivation is by understanding the characteristics of each teacher. Apart from that, the researcher visited each teacher's house so that can understand the economic conditions of my subordinates so that the researcher could plan what leadership style should be used in leading the school (Zaki et al., 2024).

Meanwhile, what a school needs is a leader who has knowledge, ability, as well as the art of directing someone well, and accuracy when making decisions (Wardhana, 2022)(Ryandono et al., 2022). Based on the reality in the field, what is often encountered is the fact that it often happens that there are still empty classes when study hours are in progress. Always giving excuses as teachers having official duties and so on. Currently, the principal of MI Jati Salam continues to provide direction and coaching to teachers at the school. With all his power and efforts, the principal can create good conditions for the comfort of all school members at school. So that it can create a sense of trust and loyalty towards the leadership and not affect the already good performance of the teachers. So naturally there will be a high sense of trust in the leadership which will have a positive impact on progress in the school and the individual performance of the teacher. This kind of leadership is called charismatic leadership. It can be concluded that the charismatic leadership used by the Principal of MI Jati Salam Jombang appropriately and effectively has had a positive impact.

Conclusion

The results show that the influence of democratic leadership style is partially significant on employee performance at Madrasah Ibtida'iyah Jati Salam Gombang. So, the democratic leadership in MI Jati Salam is marked by a morning briefing activity which is carried out before entering class. This was deliberately done as a forum and momentum for each teacher to convey all the problems faced, then solve them together, give each other opinions, input and support each other for the smooth running of teaching and learning activities. Apart from that, the principal also always provides attention, is an example, is unemotional and firm, monitors employee performance, provides performance guidance and counseling to subordinates, provides motivation, is non-discriminatory, fair, listens and appreciates subordinate performance. This is what makes teachers work freely without burden so that in the end can provide their best performance for MI Jati Salam Jombang.

So the charismatic leaders in MI Jati Salam is the principal of MI Jati Salam continues to provide

direction and coaching to teachers at the school. With all his power and efforts, the Principal is able to create good conditions for the comfort of all school members at school. So that it can create a sense of trust and loyalty towards the leadership and not affect the already good performance of the teachers. So that naturally there will be a high sense of trust in the leadership which will have a positive impact on progress in the school and the individual performance of the teacher.

The implications of this research theoretically find that democratic and charismatic leadership styles are theoretically able to influence employee performance, but are still influenced by the organization's own policies, and practically the application of these two leadership styles must be carried out consistently and continuously improved. The existence of these two leadership styles, namely democratic and charismatic, is actually able to provide a significant and positive increase in teacher performance at MI Jati Salam Jombang. It can be seen that there are no longer empty classes, teachers' administrative duties are fulfilled, student learning achievements continue to increase and most importantly, the ratio of new student admissions also continues to increase in the last 2 years (2022-2023).

The organizational policy implemented at MI Jati Salam Jombang is that there is an emphasis on all school members, including teachers, school committee members, other support staff and students, to uphold the vision, mission and culture as if. Apart from that, organizational policy is also emphasized on upholding Islamic law which is manifested in character education, both translated into the student curriculum and into the school's organizational culture. For further research, it is recommended to add moderating variables and intervening variables that can mediate the influence of the two leadership styles on employee performance, as well as variables that can strengthen and weaken the influence of the two leadership styles on employee performance.

Author's Contribution

The contribution of each author is as follows, Intan Arum Herlina was responsible for collecting data, compiling the manuscript, compiling the main conceptual ideas. Budi Rahayu and Desi Kristanti provided excellent guidance and provided critical revisions to the article.

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