THE INFLUENCE OF *LEADER SELF-MASTERY, LEADER PERSONALITY* AND *LEADER PERSONAL BRANDING* ON ACHIEVEMENT MOTIVATION AND *LEADER* CANDIDATE PERFORMANCE: A STUDY AT P.T. MANGIUM ANUGERAH LESTARI, KOTABARU REGENCY, SOUTH KALIMANTAN

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ABSTRACT

Current study aims to prove and analyze the strength of the relationship model construction of the leader self-mastery, leader personality and the leader personal branding on achievement motivation and leader candidate performance (a study at P.T. Mangium Anugerah Lestari, Kotabaru regency, South Kalimantan). The purpose of combining the models pragmatically is to test the model of the leader candidate creation in PT. MAL who have excellent performance in terms of the influence of the leader self-mastery, leader personality and the leader personal branding on achievement motivation and leader candidate performance so that in the end, it is expected to be taken into consideration in formulating policies within the scope of the employee talent development. This study was an explanatory research, a research that examines the direct and indirect effects of the variables studied through hypothesis testing. The study design was made based on the performance of leader candidates of PT. MAL of Kotabaru regency of South Kalimantan. It concerns with depth perception of the employees regarding the leader self mastery, leader personality and leader personal branding on achievement motivation as well as leader candidate performance of PT. MAL. The sampling was done by using census. Once employee performance was assessed, the result was taken into the talent pool with the number of employees of 35 people.

The results of show that all seven hypotheses proposed have significant influence. Those hypotheses are: the influence of leader self-mastery on achievement motivation, the influence of leader personality on achievement motivation, the influence of leader personal branding on achievement motivation, the influence of leader self mastery on leader candidate performance, the influence of leader personality on the leader candidate performance, the influence of leader personal branding on the leader candidate performance, the influence of achievement motivation on the leader candidate performance. The relationship model between the variables studied shows that leader self-mastery, leader personality and leader personal branding have a significant relationship to achievement motivation and the leader candidate performance of PT. MAL. The results of this study can be used as a consideration company policy, especially for PT. MAL, so that the creation of talented leader can be further enhanced.

Keywords: Leader self-mastery, leader personality, leader personal branding, achievement motivation, leader candidate performance

INTRODUCTION

PT. Mangium Anugerah Lestari (MAL) is one of subsidiary companies of United Fiber System (UFS) group which is located in Singapore and established in 1994. PT MAL is a woodchip factory. Up to now, there is no manager originated from local people of Kotabaru

regency (Kabupaten Kotabaru). The recruitment of expatriate managers from several countries definitely causes a huge cost for the company.

Leader succession gap continuously impedes the expansion of the organization, prevents development as well as lower the competitiveness and competitive advantages. This gap is a result of the absence of leader development programs in an organization. Regarding the condition of PT. MAL, managing the acceleration group as centers of talent development is an urgent need. PT. MAL needs a talent management which can continuously produce leaders with "fresh" business perspective who are expected to be able to support business agendas of the company.

Gibson et.al (1991: 40) states that the achievement of leader's self mastery requires several characteristics, namely: integrity, intelligence, humanity, determination, and self-consciousness. The ultimate goal of leader's self mastery is to achieve abilities of leader candidates, namely the ability to lead based on spiritual quotient and ability to face recent challenges. It seems to be contradictory to research on contemporary psychology about The Big Five (Five Factors Model (FFM)) of five dimensions of human personality. As stated by McCrae and Costa (1997: 78), the five main dimensions of personality occur in every individual although it may be various in levels. Since these dimensions are behavioral rather than biological, we can develop and even shape our personality.

Rampersad (2008: 60) defines personal branding as personal perception or emotion about a person. Personal branding usually reflects who we are, what we believe, what we do, and how we do. Moreover, personal branding has become our reflections which are implemented in our actions. Personal branding is authentic and natural therefore it avoids us from competition. In fact, personal branding can help a leader candidate to be unique and better than all competitors.

The pragmatic goal of model combination is to examine the leader creating models practiced by PT MAL through the effect of leader's self mastery, leader's personality, and leader's personal branding on achievement motivation and performance of leader candidates. Therefore, the findings of this research are expected to be used as consideration in making policies in improving employees' talents. Based on research gap and leader candidates performance development phenomena described above, the title proposed for this research is "The Effect of Leader's Self Mastery, Leader's Personality, and Leader's Personal Branding on Achievement Motivation and Leader Candidates' Performance (A Case Study of PT. Mangium Anugerah Lestari, Kotabaru Regency, South Kalimantan Province)".

RESEARCH OBJECTIVES

Based on background of the study and research questions stated above, the specific objectives of this research are:

1. Examining and analyzing the strength of Leader's Self Mastery model construction which affects achievement motivation of PT Mangium Anugerah Lestari Kotabaru regency leader candidates.

2. Examining and analyzing the strength of Leader's Personality model construction which affects achievement motivation of PT Mangium Anugerah Lestari Kotabaru regency leader candidates.

3. Examining and analyzing the strength of Leader's Personal Branding model construction which affects achievement motivation of PT Mangium Anugerah Lestari Kotabaru regency leader candidates.

4. Examining and analyzing the strength of Leader's Self Mastery model construction which affects the performance of PT Mangium Anugerah Lestari Kotabaru regency leader candidates.

5. Examining and analyzing the strength of Leader's Personality model construction which affects the performance of PT Mangium Anugerah Lestari Kotabaru regency leader candidates.

6. Examining and analyzing the strength of Leader's Personal Branding model construction which affects the performance of PT Mangium Anugerah Lestari Kotabaru regency leader candidates.

7. Examining and analyzing the strength of achievement motivation model construction which affects the performance of PT Mangium Anugerah Lestari Kotabaru regency leader candidates.

THEORETICAL FRAMEWORK

Leader's Self Mastery

The definition of Leader's Self Mastery in Five Disciplines of Senge (1990: 229) is personal skills which include explanations on loyalty to the propriety, decision power, and infrastructure innovations which improve personal and intrapersonal skills. Although based on competence and skills, self mastery exceeds competence and skills. Self mastery exceeds spirituality and openness although it requires spiritual development. It means approaching someone's life through creative work, living life based on creative point of view which is contradictory to reactive point of view (Senge et al., 1997: 137).

Leaders with high level of self control will create better bond between company and its employees which in turn will also promote development within the employees, a quality which support learning organization (Garcý´A-Morales, 2004:32). Gibson et al. (1991:40) implies that in order to become leader's self mastery, the following behaviours are very important: (1) Integrity, (2) Smartness, (3) Knowledge, (4) Human sympathy, (5) Perseverance, (6) Self awareness.

Leader's Personality

Personality can also be defined as profile image of someone or combination of natural characteristic and uniqueness and its interaction with others. In other word, personality is combination between set of physical and mental characteristic of someone. There are a few perspectives on personality whether it is fixed or can be developed; whether it is born naturally or can be shaped by experience (Yukl, 2005:231-232).

It can be concluded from a research that as an impact of personality, it is not possible to have a people with high skill on all aspects of decision making process. A few people will be very good at one part of the process while the others will be better at other parts with different characteristics such as intelligence and different phases of decision making process. Relationship between personality and decision making process maybe different for each groups which differ on a few factors such as sex and social status. According to Myers-Briggs indicator (Robins, 2003:82), there are 14 special features which can illustrate someone's personality. From those 14 features, it can be simplified to The Big Five model of Myers-Briggs Type Indicator (MBTI) of personality factor.

1. Extraversion is personality of someone who has high social taste, likes to be friend and emphatic.

2. Agreeableness is personality of someone who is kind, cooperative and reliable.
3. Conscientiousness is personality of someone who is responsible, loves to bond, diligent and organisational.
4. Emotional stability is personality of someone who is calm, confidence, always ready, not nervous and no risk taking.
5. Openness to experience is personality of someone who has imagination, artistic, sensitive and intellectual.

Leader's Personal Branding

Personal branding is a process where people and its carrier are considered as a brand. It is also defined as creation of assets which relates to specific people or individual. This includes but not limited to: clothes, body language and knowledge of someone which creates unique impression which can not be removed and differentiable, Peters, (1997:14).

There are several definitions of personal branding on literature such as (Peters, 1997: Hansen, 2007; Montoya, 2005a; McNally and Speak, 2003; Arruda, 2007 on Rampersad 2008:4).

  i.   A controlled perception or emotion of someone else about personal branding.

 ii.   A reflection of employees and what can be trusted on, expressed by what can be done and how to do it.

iii.   Stimulate meaning of perception of value and quality which is hold by the employee.

 iv.   Influence how other employees feel about personal branding.

  v.   A number of expectation and association grows into the mind of target audience.

 vi.   An image of leader which they want on every project they are doing.

vii.   Eliminate competition and make leader different and better than any other competition at the market.

Leader candidates who brand itself mean there is an effort to stand out and difference from most people. Personal branding is an effort to build public perception about what guarantee can they give to the community especially the market. They who have strong personal brand are very famous or popular, reliable, identified with something or field, considered to have higher skill than the rest so that the name itself can be a guarantee on its field. Personal brand is a way to position ourself as who or what. Laura (1997:23) mention that with personal branding, leader candidate will build themselves as expert on their chosen field, build solid reputatuon on their industry and increase their fame and value on the market.

Achievement Motivation

The achievement theory (McClelland's model) describes that human has the ability to achieve better than someone else. This theory assumes that the need to achieve is something different and can be differentiated from other needs. Someone can be considered as having achievement motivation if he/she has the will to achieve something better than other people. Achievement motivation or often called as achievement need is strong will to have good achievement for the employee through good work such as always think and try to find new methods to improve their quality of work. Research from McClelland found that employees with higher achievement needs will have more opportunity to develop. That is concluded from research between employeeswith highrt degree of achievement need will have higher

degree in its performance. Intrinsic motivation has a close correlation with McClelland's need theory and Maslow motivation theory.

Achievement motivation is intrinsic motivation. Thomas suggests that employees will be intrinsically motivated if he really cares about his work, looking for a better way to do it, and got the power and satisfaction after the job is done well. In other words this motivation comes from the work itself and achieved when employees experience feelings that there is a choice, competency, meaningful and progress (Robbins, 1998:232-233).

Leader Candidate Performance

Improved performance for both individuals and groups is becoming a concern in an effort to improve organizational performance.

Words from a leader have some definitions such as:

(1) Fairchild (1960:174) states: a leader in the broad sense is one who leads by way of initiating social behavior by regulating, directing, organizing or controlling efforts of others, or through the prestige, power or position. In a limited sense, a leader is someone who guides and leads with the help of its persuasive qualities and acceptance/voluntary acceptance by his followers.

(2) Allee (1969:214) states: "leader … a guide; a conductor; a commander".

(3) Tead (1963:18) states that leadership is the activity of influencing people so that they work together to achieve the desired objectives.

Leader candidate in this research is the performance of employees who have been assessed by the management of the company and put into a group of talented employee (talent pool), which is considered to be able to lead the company in due course. The performance of leader candidate within a certain period of time or in terms of quality and quantity can be reached in accordance with the responsibilities given to talented employees. Millitelo (2002:153) says that the centre of the development of talented employees is dedicated to developing leaders capable of translating strategy of their division level into work programme in their departments. Leader candidates who are able to create a work plan with a horizon of at least five years and are able to build cross-functional relationships within the organization and the main performance target of this level includese leading change, planning, organizing, controlling, monitoring and developing others.

HYPOTHESIS

Based on the problem formulation and some assumptions which have been raised earlier, the following hypothesis are formulated:

1. Leader's self mastery has significant effect on achievement motivation of leader candidates.

2. Leader's personality has significant effect on achievement motivation of leader candidates.

3. Leader's personal branding has significant effect on achievement motivation of leader candidates.

4. Leader's self mastery has significant effect on the performance of leader candidates.

5. Leader's personality has significant effect on the performance of leader candidates.

6. Leader's personal branding has significant effect on the performance of leader candidates.

7.   Achievement motivations of leader candidates significantly influence the performance of leader candidates.

RESEARCH METHOD

Research Design

This study is an explanatory research, i.e. research that examines the direct and indirect effects of the variables studied through hypothesis testing. The research design is based on the performance of leader candidates at PT. Mangium Anugerah Lestari Kotabaru, South Kalimantan. The emphasis is on perception of the employees about the leader's self mastery, leader's personality and leader's personal branding and its influence on achievement motivation and performance of leader candidates.

Research Population and Sample

According to Sugiono (2010:61), the population is the generalizations area which consists of: objects/subjects that have quality and certain theoretical direction set by the researcher to be studied and then drawn conclusions. Based on this definition, the population in this study is a candidate leader at PT. Mangium Anugerah Lestari Kotabaru, South Kalimantan. The population of employees at PT. MAL is 22 people on production department and 13 people on administrative department with total of 35 people.

Given the purpose of the study and the characteristics of the object of research, the technique of sampling was done by using census. This technique is chosen according to the purpose of research which is associative explanation, therefore the number of the selected samples are employees whose performance is considered as special. After the performance of the employees have been assessed, results of test scores are entered into the talent pool which consists of 35 employees.

ANALYSIS AND DISCUSSION

The purpose of Average Variance Extracted (AVE) is to establish that the construct variable has good value of discriminant validity. AVE value is considered as satisfactory if the value is bigger than 0.5. AVE test results are described in the table below.

Table 1.Average Variance Extracted Value

Variables	*Average Variance Extracted Value*
Leader's Self Mastery (X_1)	0.729
Leader's Personality (X_2)	0.837
Leader's Personal Branding (X_3)	0.752
Achievement Motivation (Y_1)	0.714
Leader's Candidate Performance (Y_2)	0.663

Results of AVE values for block indicators can be considered as having good value of discriminant validity. This means that all construct variables are declared to be reliable.

The purpose of composite reliability is to test the reliability of the construct variable. Composite reliability is considered as satisfactory if the value is bigger than 0.6. The results on the value of composite reliability can be shown in the table below.

Table 2. Composite Reliability Value

Variables	Composite Reliability Value
Leader's Self Mastery (X_1)	0.941
Leader's Personality (X_2)	0.962
Leader's Personal Branding (X_3)	0.948
Achievement Motivation (Y1)	0.878
Leader's Candidate Performance (Y2)	0.887

The outer weight test result shows that all indicators have loading factor > 0.5 and a composite reliability value > 0.6. Therefore, these indicators are considered as valid and reliable to measure latent variables used in this research.

Table 3. Outer Weight Indicator of Latent Variable

Variables	Indicator	Loading original	Bootstrap B=500 loading	Tcount	Composite Reliability
Leader's Self Mastery (X_1)	Integrity ($X_{1.1}$)	0.740	0.738	43.137	0,941
	Intelligence ($X_{1.2}$)	0.868	0.867	94.488	
	Knowledge ($X_{1.3}$)	0.883	0.882	114.482	
	Human Sympathy ($X_{1.4}$)	0.806	0.804	88.455	
	Perseverance ($X_{1.5}$)	0.925	0.925	201.243	
	Self Awareness ($X_{1.6}$)	0.887	0.886	108.683	
Leader's Personality (X_2)	Extraversion ($X_{2.1}$)	0.855	0.855	77.172	0,962
	Agreeableness ($X_{2.2}$)	0.934	0.933	186.057	
	Consientiousness ($X_{2.3}$)	0.971	0.970	469.167	
	Neuroticism ($X_{2.4}$)	0.916	0.913	128.956	
	Openness ($X_{2.5}$)	0.895	0.894	113.085	
Leader's Personal Branding (X_3)	Authenticity	0.833	0.833	86.272	0,948
	Consistency	0.896	0.898	119.579	
	Specialization	0.898	0.898	126.796	
	Relevancy	0.912	0.913	123.885	
	Uniqueness	0.838	0.838	66.695	
	Good will	0.822	0.819	71.714	
Achievement Motivation (Y1)	Achievement ($Y_{1.1}$)	0.940	0.940	205.163	0,878
	Affiliation ($Y_{1.2}$)	0.951	0.951	273.681	
	Power ($Y_{1.3}$)	0.594	0.580	15.721	
Leader's Candidate Performance (Y2)	Leading Change ($Y_{2.1}$)	0.820	0.817	67.036	0,887
	Planning Organizing ($Y_{2.2}$)	0.813	0.814	89.547	
	Control and Monitoring ($Y_{2.3}$)	0.829	0.827	65.686	
	Development Others ($Y_{2.4}$)	0.794	0.793	56.451	

Inner Weight

Structural Model Test (Inner Weight) is indicated by the results of the structural path coefficients. The result of structural path coefficient can be used to prove the formulated hypothesis in this study which include:

H1: Leader's Self Mastery (X1) has significant effect on achievement motivation of leader candidate (Y1) at PT. MAL, Kotabaru regency.

H2: Leader's Personality (X2) has significant effect on achievement motivation of leader candidate (Y1) at PT. MAL, Kotabaru regency.

H3: Leader's Personal Branding (X3) has significant effect on achievement motivation of leader candidate (Y1) at PT. MAL, Kotabaru regency.

H4: Leader's Self Mastery (X1) has significant effect on the performance of leader candidate (Y2) at PT. MAL, Kotabaru regency.

H5: Leader's Personality (X2) has significant effect on the performance of leader candidate (Y2) at PT. MAL, Kotabaru regency.

H6: Leader's Personal Branding (X3) has significant effect on the performance of leader candidate (Y2) at PT. MAL, Kotabaru regency.

H7: Achievement motivation of leader candidate (Y1) has significant effect on the performance of leader candidate (Y2) at PT. MAL, Kotabaru regency.

The results of the structural path coefficients (Inner Weight) and their significance are shown completely in the following table:

Table 4. Inner Weight Test on Achievement Motivation (Y1), Performance Leader Candidate (Y2) Using Bootstrap Sample

| Effect	Original Coeff.	(Bootstrap n=100)		(Bootstrap n=200)		(Bootstrap n=300)		(Bootstrap n=500)	
		Coeff.	T test	Coeff.	T test	Coeff.	T test	Coeff.	T test
Leader's Self Mastery (X1) → Achievement Motivation (Y1)	0.346	0.327	1.862	0.347	2.512	0.352	4.723	0.364	6.552
Leader's Personality (X2) → Achievement Motivation (Y1)	0.242	0.283	1.072	0.238	1.393	0.249	1.715	0.218	3.205
Leader's Personal Branding (X3) → Achievement Motivation (Y1)	0.254	0.218	1.178	0.253	2.424	0.243	2.485	0.259	3.746
Leader's Self Mastery (X1) → Performance Leader Candidate (Y2)	0.103	0.145	0.701	0.096	0.804	0.101	1.622	0.093	2.672
Leader's Personality (X2) → Performance Leader Candidate (Y2)	0.213	0.260	1.715	0.192	2.023	0.215	3.262	0.202	4.138
Leader's Personal Branding (X3) → Performance Leader Candidate (Y2)	0.626	0.635	3.222	0.652	6.578	0.629	10.281	0.637	14.851
Achievement Motivation (Y1) → Performance Leader Candidate (Y2)	0.176	0.171	2.406	0.163	2.157	0.169	3.442	0.164	6.000
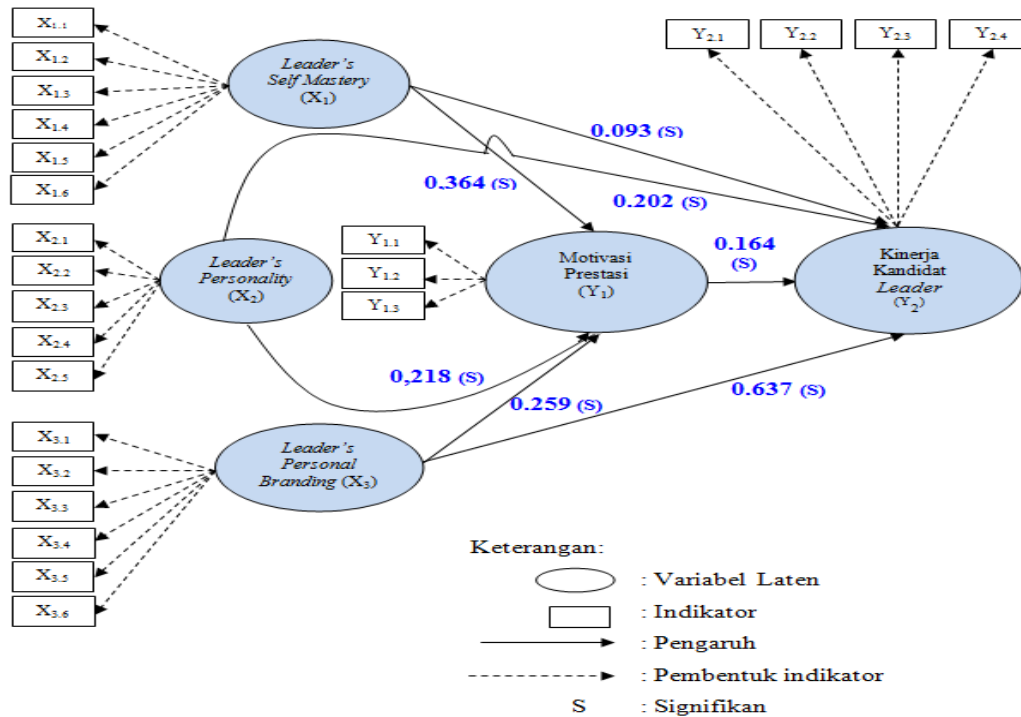
Figure 1: Relationship between Endogen and Exogen

After testing the validity and reliability of all latent variables which gives valid and reliableresult, and upon testing of bootstrap samples with B=500 which yielded significant results, then analysis by using diagram can be performed as presented in Figure 1.

The result of the complete model test using SmartPLS program can be seen from the R-square value that describes the goodness-of-fit of a model. The recommended R-square value is greater than zero. The results of data processing of this study using SmartPLS results R-square values as shown in table below:

Table 5. Goodness of Fit of R-Square

Variable	R-Square
Leader's Self Mastery (X1), Leader's Personality (X2), Leader's Personal Branding (X3) → Achievement Motivation (Y1)	0.664
Leader's Self Mastery (X1), Leader's Personality (X2), Leader's Personal Branding (X3) Achievement Motivation (Y1)→ Leader Candidate Performance (Y2)	0.779

The results of all the R-square values indicate that all the R-square value is greater than zero. This means that this research model fulfils the required Goodness of Fit. From corresponding model, each path coefficients can be interpreted. These path coefficients are hypothesized in this study, which can be presented in the following structural equation:

$$Y1 = 0,364\,X2 + 0,218\,X2 + 0,259\,X3$$
$$Y2 = 0,093\,X1 + 0,202\,X2 + 0,637\,X3 + 0,164\,Y1$$

The result of path coefficients testing in Figure 1 and the above equations are presented in detail in the following table:

Table 6. Path Coefficient Model Test Result

Variable	Coefficient	T Statistic	T table	Remark
Leader's Self Mastery (X1) → Motivasi Prestasi (Y1)	0.364	6.552	1.96	Significant
Leader's Personality (X2) → Achievement Motivation (Y1)	0.218	3.205	1.96	Significant
Leader's Personal Branding (X3) → Achievement Motivation (Y1)	0.259	3.746	1.96	Significant
Leader's Self Mastery (X1) → Leader Candidate Performance (Y2)	0.093	2.672	1.96	Significant
Leader's Personality (X2) → Leader Candidate Performance (Y2)	0.202	4.138	1.96	Significant
Leader's Personal Branding (X3) → Leader Candidate Performance (Y2)	0.637	14.851	1.96	Significant
Achievement Motivation (Y1) → Leader Candidate Performance (Y2)	0.164	6.000	1.96	Significant

DISCUSSION

The Influence of Leader's Self Mastery on Achievement Motivation ($X_1 \rightarrow Y_1$)

Based on the test result of hypothesis 1, the path coefficient value for variable Leader's Self Mastery is significant toward achievement motivation of leader candidates. This means that hypothesis 1, which states that the variable Leader's Self Mastery has significant effect on achievement motivation of leader candidates at PT. MAL, Kotabaru regency is proven to be true or acceptable. The positive value of path coefficient means that theoretically the relationship between the influence of the leader's self mastery on achievement motivation is proportional. This indicates that the leader's self-mastery has a close relationship with their achievement motivation. This means the better the self-control of a leader, the higher the achievement motivation of the leader candidate will be. Self-control by good leadership can be seen at the features such as integrity, intelligence, knowledge, human sympathy, perseverance and self-awareness. Leader candidates will apply these features during work.

The Influence of Leader's Personality on Achievement Motivation ($X_2 \rightarrow Y_1$)

Based on the test result of hypothesis 2, the path coefficient value for variable Leader's Personality is significant toward achievement motivation of leader candidates. This means that hypothesis 2, which states that the variable Leader's Personality has significant effect on achievement motivation of leader candidates at PT. MAL, Kotabaru regency is proven to be true or acceptable. The positive value of path coefficient means that theoretically the relationship between the influence of the leader's personality on achievement motivation is proportional. This indicates that the leader's personality has a close relationship with their achievement motivation. This means the better the leader's personality, the higher the achievement motivation of the leader candidate will be.

The Influence of Leader's Personal Branding on Achievement Motivation ($X_3 \rightarrow Y_1$)

Based on the test result of hypothesis 3, the path coefficient value for variable Leader's Personal Branding is significant toward achievement motivation of leader candidates. This means that hypothesis 3, which states that the variable Leader's Personal Branding has significant effect on achievement motivation of leader candidates at PT. MAL, Kotabaru regency is proven to be true or acceptable. The positive value of path coefficient means that theoretically the relationship between the influence of the leader's personal branding on achievement motivation is proportional. This indicates that the leader's personal branding has a close relationship with their achievement motivation. This means the better the leader's personal branding, the higher the achievement motivation of the leader candidate will be. These findings support or in line with the research from Montoya (2005b: 17) which states that general description of personal branding: authentic, consistent, specialization, relevant, unique, goodwill; will help to increase achievement motivation of leader candidates.

The Influence of Leader's Self Mastery on Leader Candidate Performance ($X_1 \rightarrow Y_2$)

Based on the test result of hypothesis 4, the path coefficient value for variable Leader's Self Mastery is significant toward leader candidate performance. This means that hypothesis 4, which states that the variable Leader's Self Mastery has significant effect on leader candidate performance at PT. MAL, Kotabaru regency is proven to be true or acceptable. The positive value of path coefficient means that theoretically the relationship between the influence of the Leader's Self Mastery on leader candidate performance is proportional. This indicates that the Leader's Self Mastery has a close relationship with the leader candidate performance. This means the better Leader's Self Mastery, the higher the leader candidate performance will be.

The Influence of Leader's Personality on Leader Candidate Performance ($X_2 \rightarrow Y_2$)

Based on the test result of hypothesis 5, the path coefficient value for variable Leader's Personality is significant toward leader candidate performance. This means that hypothesis 5, which states that the variable Leader's Personality has significant effect on leader candidate performance at PT. MAL, Kotabaru regency is proven to be true or acceptable. The positive value of path coefficient means that theoretically the relationship between the influence of the leader's personality on leader candidate performance is proportional. This indicates that the leader's personality has a close relationship with their achievement motivation. This means the better the leader's personality, the higher the leader candidate performance will be. The more often talented employees use five characters of leader such as self-disclosure to others, agreement, openness of hearts and ears, the ability to manage emotions and open-mindedness; the better the performance.

The Influence of Leader's Personal Branding on Leader Candidate Performance ($X_3 \rightarrow Y_2$)

Based on the test result of hypothesis 6, the path coefficient value for variable Leader's Personal Branding is significant toward leader candidate performance. This means that hypothesis 6, which states that the variable Leader's Personal Branding has significant effect on leader candidate performance at PT. MAL, Kotabaru regency is proven to be true or acceptable. The positive value of path coefficient means that theoretically the relationship between the influence of the leader's personal branding on leader candidate performance is proportional. This indicates that the leader's personal branding has a close relationship with leader candidate performance. This means the better the leader's personal branding, the higher the leader candidate performance will be. Leader candidates needs to continue to maintain and improve its Leader's Personal Branding in order to improve their performance.

The Influence of Achievement Motivation on Leader Candidate Performance ($Y_1 \rightarrow Y_2$)

Based on the test result of hypothesis 7, the path coefficient value for variable achievement motivation is significant toward leader candidate performance. This means that hypothesis 7, which states that the variable achievement motivation has significant effect on leader candidate performance at PT. MAL, Kotabaru regency is proven to be true or acceptable. The positive value of path coefficient means that theoretically the relationship between the influence of the achievement motivation on leader candidate performance is proportional. This indicates that the achievement motivation has a close relationship with leader candidate performance. This means the better the achievement motivation of leader candidates, the higher their performance will be. This means that if the candidate leaders feel motivated about what they do, then they will be happy to do the work so that their performance will be high. The significant effect of achievement motivation on the performance of leader candidates is because on one hand leader candidates will be able to meet the targets set by the company management, while on the other hand they have other wish is to be the best. This makes the effect of achievement motivation on the performance of leader candidates very significant.

CONCLUSION

Based on the problem background, objectives, hypothesis, hypothesis testing and discussion that has been done, from the results of this research the following conclusion can be drawn:

1. Leader's self mastery has significant effect on variable achievement motivation of leader candidates at PT. Mangium Anugerah Lestari, Kotabaru regency. This means the better the self-control of a leader, the higher the achievement motivation of the leader candidate will be.

2. Leader's personality has significant effect on variable achievement motivation of leader candidates at PT. Mangium Anugerah Lestari, Kotabaru regency. This means the better the leader's personality, the higher the achievement motivation of the leader candidate will be.

3. Leader's personal branding has significant effect on variable achievement motivation of leader candidates at PT. Mangium Anugerah Lestari, Kotabaru regency. This means the better leader's personal branding, the higher the achievement motivation of the leader candidate will be.

4. Leader's self mastery has significant effect on the performance of candidate leaders at PT. Mangium Anugerah Lestari, Kotabaru regency. This means the better the self-control of a leader, the higher their performance will be.

5. Leader's personality has significant effect on the performance of candidate leaders at PT. Mangium Anugerah Lestari, Kotabaru regency. This means the better the personality of a leader, the higher their performance will be.

6. Leader's personal branding has significant effect on the performance of candidate leaders at PT. Mangium Anugerah Lestari, Kotabaru regency. This means the better the personal branding of a leader, the higher their performance will be.

7. Achievement motivation has significant effect on performance of leader candidates at PT. Mangium Anugerah Lestari, Kotabaru regency; is proven or accepeted. This means that the better the achievement motivation of a leader candidate, the better their performance will be.

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