



Democratic Leadership Transparency and Rewards Strengthen Employee Loyalty in State Companies

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Abstract. General Background: Employee loyalty is a critical factor in organizational sustainability, particularly in state-owned enterprises responsible for delivering essential public services. Specific Background: At Perusahaan Listrik Negara (PLN), employee dedication and commitment are associated with managerial practices such as democratic leadership, organizational transparency, and reward systems. Knowledge Gap: However, limited studies examine the combined role of these organizational factors alongside demographic characteristics such as age and education level in shaping employee loyalty. Aims: This study aims to analyze the relationship between democratic leadership, organizational transparency, and rewards on employee loyalty, with age and education level as control variables. Results: The study conceptualizes that democratic leadership encouraging participation, organizational transparency fostering trust and engagement, and both material and non-material rewards are associated with increased employee loyalty and motivation, while demographic factors such as age and education level shape employee responses to these organizational practices. Novelty: This study integrates leadership style, transparency, reward systems, and demographic control variables into a unified framework for understanding employee loyalty in a state-owned enterprise context. Implications: The findings are expected to provide strategic insights for PLN management in designing policies that consider leadership practices, organizational transparency, reward mechanisms, and employee demographic characteristics to support employee loyalty.

Keywords: Democratic leadership, Organizational transparency, Reward systems, Employee loyalty, State owned enterprises.

1 Introduction

The State Electricity Company (PLN) plays a vital role in providing reliable and equitable electricity throughout Indonesia. In its operations, the reliability of the electricity network is a top priority to ensure customer satisfaction and support community activities. Behind this success, the Technical Service (Yantek) team has a huge responsibility, especially in handling power outages in the field. The reality in the field shows significant operational challenges, where the loyalty and quick response of Yantek employees are sometimes not optimal. For example, when a disruption occurs

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before a shift change, some employees choose to delay handling it until the next team takes over. This practice prolongs the disruption time, reduces network reliability, and can lower customer trust in PLN services.

In addition, proactive employee initiatives are also an important issue in improving service at PLN. When Yantek employees discover vines growing on electricity poles that are close to touching 20 kV cables while carrying out their work, preventive measures such as pruning are often not carried out without direct instructions from superiors. Similarly, transformer panels in open work environments that are visible to Yantek employees on patrol tend to be left unattended. This phenomenon indicates the need for a more effective managerial approach in building loyalty and encouraging proactive employee initiatives. In this context, leadership style, organizational transparency, and rewards play an important role in creating a work culture that supports operational reliability.

Previous studies have explored the influence of leadership, loyalty, and rewards in various sectors. Bass and Avolio [1] discuss transformational leadership and employee loyalty, while Robbins and Judge highlight the impact of organizational transparency on work motivation. Herzberg also reveals the importance of rewards in increasing job satisfaction[2][3]. However, these studies tend to be conducted in the general sector and have not specifically examined the context of technical shift-based work such as the Yantek PLN team, where the need for quick responses and independent initiative is very high.

Similar studies in the technical sector, such as those conducted by Wijaya and Priyono and Sari and Widodo [4], provide insights into loyalty and work motivation but do not sufficiently consider the complexity of work involving high operational pressure and the role of demographic variables such as age and education level. This condition indicates that there is a significant research gap in understanding the relationship between leadership style, transparency, rewards, and loyalty in the technical context of PLN.

This study aims to address this need by offering a more comprehensive approach. The focus of this study is to integrate the influence of democratic leadership, organizational transparency, and rewards on employee loyalty. Age and education level as moderating variables will provide a more in-depth picture of these dynamics. This study not only aims to expand academic knowledge but also to provide practical solutions relevant to PLN.

By paying special attention to the phenomena faced by the Yantek team, this study offers innovations in the form of a loyalty-based management model and employee initiatives. The main focus of this study is on strengthening loyalty and increasing the work initiative of technical officers, not on customer satisfaction directly. The results of this study are expected to provide practical contributions in formulating PLN's internal policies that support a proactive, responsive, and reliability-oriented work culture.

2 Theory

2.1 Democratic Leadership

Democratic leadership is a leadership style in which leaders involve employees in decision-making and provide opportunities for them to express their opinions and input[5]. According to Bass[6], democratic leadership can increase employee motivation and create a positive work environment[7]. This style encourages active employee participation, which contributes to increased productivity and innovation in the company. Furthermore, research by Gastil[8] shows that democratic leadership is closely related to increased employee engagement, which ultimately increases their commitment to organizational goals. Gastil states that democratic leaders tend to be more effective in creating a supportive work environment where employees feel valued and heard.

Another study by Bhatti et al. confirms that democratic leadership contributes to improved team performance through open communication and constructive feedback. Bhatti and his colleagues found that democratically led teams are better able to solve problems collaboratively, leading to increased operational efficiency[9]. Furthermore, Goleman, in his research on leadership styles, identified democratic leadership as one of the six most effective leadership styles for improving organizational performance, especially in situations requiring innovation and teamwork. Goleman emphasized that democratic leadership not only improves short-term performance but also strengthens a sustainable organizational culture[10].

2.2 Organizational Transparency

Transparency in organizations refers to openness in communication and decision-making processes. According to Schnackenberg and Tomlinson, transparency increases employee trust in management and strengthens a positive organizational culture[11]. Transparency is also considered a key factor in increasing accountability and reducing uncertainty in organizations.

Research by Rawlins suggests that high organizational transparency can increase internal and external trust. Rawlins shows that openness in conveying important information, such as policies and strategic decisions, can strengthen the relationship between management and employees and improve the company's image in the public eye.

A study by Waring and Bishop confirms that transparency not only affects trust but also employee engagement[12]. Waring and Bishop found that organizations that implement transparency policies tend to have higher levels of employee engagement, which has a positive impact on productivity and employee retention. In addition, Heald states that transparency in organizational management can help prevent corrupt practices and improve operational efficiency. Heald highlights the importance of transparency as an effective internal control mechanism in maintaining organizational integrity.

The link between democratic leadership and organizational transparency is significant. Democratic leadership, with its focus on participation and openness, naturally encourages transparency. Leaders who adopt this style tend to be more open

in their decision-making processes and share information transparently with employees. According to a study by Detert and Burris, democratic work environments tend to have higher levels of transparency because employees feel more free to express their opinions without fear of negative consequences. In this context, the combination of democratic leadership and organizational transparency creates a work environment that supports open communication and accountability, which ultimately increases employee trust and engagement.

2.3 Recognition in Organizations

In addition to leadership and transparency, the factor of rewards also plays a very important role in increasing employee loyalty. Rewards given by companies, whether in the form of financial or non-financial incentives, have a significant impact on employee motivation to contribute more. Bergamini explains that rewards can motivate employees to work harder, given that recognition for their hard work provides a sense of satisfaction and appreciation[13]. In the context of PLN, rewards are not only in the form of bonuses or financial incentives, but can also be in the form of recognition of employee dedication in the form of formal awards or opportunities for career development. Employees who feel valued tend to have a higher commitment to their work and are more loyal to the company. Thus, rewards play a very important role in creating a closer relationship between employees and the company, which in turn improves the quality of technical services provided.

2.4 Employee Loyalty

Employee loyalty is an important factor that affects productivity and service quality in an organization. Loyalty reflects the level of commitment and dedication of employees to the company[3]. Loyal employees not only work according to their duties, but also strive to exceed expectations, including in the technical service sector such as at PLN. This loyalty is directly related to the quality of service provided by technicians in the field. Loyal employees tend to be more responsive to disruptions or problems that arise and quicker in finding the best solutions.

In this study, employee loyalty is considered a variable that can link democratic leadership, organizational transparency, and rewards with improved technical services. Therefore, it is crucial to analyze how these three factors contribute to employee loyalty, which will ultimately affect the quality of services provided by PLN technicians.

2.5 Age as a Control Variable

Employee age is often used as a control variable in organizational research to understand how demographic factors influence performance and work attitudes. According to Ng and Feldman, age can influence employees' perceptions of leadership, transparency, and rewards, as well as how they respond to changes in the organization[14]. Older employees may have more experience and maturity in dealing with organizational dynamics, so they may appreciate democratic leadership and transparency in the organization more. Another study mentions that age is also related

to the level of confidence in work, which can influence how employees respond to leadership style and transparency.

Furthermore, research by Kooij et al. shows that older employees tend to be more motivated by intrinsic factors such as rewards for loyalty and recognition for their contributions[15]. In this context, a democratic leadership approach that provides rewards and transparency can be more effective in motivating older employees to perform optimally.

2.6 Education Level as a Control Variable

Educational level is also an important variable that influences employee performance and acceptance of organizational policies. According to Robbins and Judge, employees with higher educational levels tend to have better analytical skills and are more open to leadership approaches that involve participation.

Employees with higher education usually have better critical thinking skills, which can increase acceptance of transparency policies in organizations. More educated employees tend to be more flexible and adaptive to change, so they may be more supportive of democratic leadership practices.

In addition, a study by Judge et al. (2001) confirms that higher levels of education are associated with higher expectations of involvement and reward at work[16]. Employees with higher education tend to demand more involvement in decision-making and transparency in organizational processes, which can be accommodated well by a democratic leadership style.

3 Research Hypothesis

Based on an understanding of transformational leadership theory and the characteristics contained within that theory, the following hypotheses are proposed in this study to examine the relationship between democratic leadership, organizational transparency, rewards, and employee loyalty toward improved technical services:

1. **H1:** Democratic Leadership (X1) has a positive effect on Employee Loyalty (Y).
Leadership that provides space for employee participation and autonomy tends to build a sense of ownership and commitment, which is the foundation of loyalty.
2. **H2:** Organizational transparency (X2) has a positive effect on employee loyalty (Y).
Openness of information and clear communication within an organization can foster trust and a sense of fairness among employees, which is essential for maintaining loyalty.
3. **H3:** Rewards (X3) have a positive effect on Employee Loyalty (Y).
Rewards, both financial and non-financial, are expected to motivate and encourage dedication, which will ultimately increase employee commitment and loyalty.
4. **H4:** Age has a positive effect on Employee Loyalty (Y).
In general, older age is often associated with longer work experience and stability, which can correlate with higher levels of loyalty to the organization.
5. **H5:** The level of final education has a positive effect on employee loyalty (Y).
Higher education is often associated with a better understanding of the company's vision and mission and a deeper appreciation of organizational values, which can influence loyalty.

3.1 Framework of Interrelationships Between Variables

The figure 1 illustrates the relationship between the variables tested in this study. This diagram illustrates how democratic leadership, organizational transparency, and rewards affect employee loyalty, and how employee loyalty contributes to improved technical services at PLN.

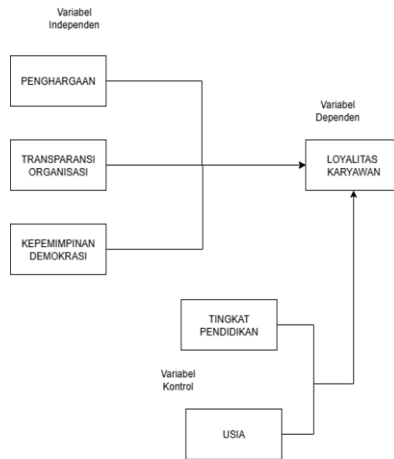


Fig.1. Diagram of Interrelationships Among Variables in the Study

Explanation:

1. Democratic leadership influences employee loyalty through active participation in decision-making.
2. Organizational Transparency strengthens loyalty through open communication and employee involvement.
3. Company rewards increase loyalty and work enthusiasm.
4. Age and Education Level as control variables moderate the relationship between the above factors.

4 Method

This chapter describes the methods used in the research, including the operational definitions of variables, the research population and sample, and the data analysis techniques used. These methods are designed to ensure that the research is conducted systematically, measurably, and can answer the research questions with validity and reliability.

4.1 Operational Definitions of Variables (ODV)

Operational definitions of variables (ODV) aim to explain in detail each variable used in this research so that it can be measured clearly and in a standardized manner. The

variables in this research include independent variables, dependent variables, and control variables, which are described below.

Independent Variables

The independent variables in this study include:

Democratic Leadership.Democratic leadership is a leadership style that encourages active employee participation in the decision-making process and implementation of organizational tasks. It is defined as the level of employee participation allowed by leaders in decision-making and task implementation[17] . The indicators include:

The openness of leaders in accepting input.

The leader's ability to facilitate group discussions.

Level of appreciation for individual contributions.

Organizational Transparency.Organizational transparency is defined as the extent to which an organization discloses relevant information to employees to ensure they understand policies, procedures, and decisions made. Communication management emphasizes the importance of openness to build trust[18] . Indicators include:

Openness in sharing information.

Clarity of communicated policies.

Accessibility of information by all employees.

Recognition.Recognition encompasses any form of acknowledgment, whether financial or non-financial, given to employees as appreciation for their contributions. Herzberg's motivation theory, in which recognition can serve as a primary motivator[19] . Indicators include:

Financial incentives.

Non-financial rewards (certificates, expressions of gratitude).

Equity in the distribution of rewards.

Dependent Variable

The dependent variable in this study is:

Employee Loyalty.Employee loyalty refers to the level of loyalty and dedication of employees to the organization, as demonstrated through their commitment to remain in the organization and support the achievement of company goals. Employee loyalty is defined as the level of loyalty and commitment of employees to the organization, which influences their behavior and productivity. Commitment Theory by Meyer and Allen includes three dimensions of loyalty: affective, continuance, and normative[20] . The indicators include:

The desire to remain working in the organization.

Dedication to work.

Compliance with organizational policies.

Control Variables

The control variables used to control external influences in this study are:

Age: Measures the age of respondents, divided into groups:

- <30 years: Young employees with high innovation potential.
- 30–50 years old: Mature employees with stable work experience.
- 50 years: Senior employees with high loyalty.

Education Level: Measures the respondents' highest level of education, which influences how they understand organizational policies:

- High school: Secondary education as the basis for technical understanding.
- D3/Bachelor's Degree: Higher education that hones analytical skills.
- Master's degree: Advanced education focused on strategy and management.

The Variables used in testing as shown in Table 1.

Table 1. Variables used in testing

Variable Type	Variable	Definition	Indicator
Independent Variable	Democratic Leadership	The level of participation allowed by leaders to employees in decision-making and task implementation.	- The openness of leaders in accepting input - Ability to facilitate group discussions - Appreciation for contributions
	Organizational Transparency	The level of openness of the organization in conveying information related to policies, rules, and managerial decisions.	- Clarity of policies communicated - Openness of information - Accessibility of information by employees
	Recognition	Recognition and rewards, both financial and non-financial, given to employees for their work contributions.	- Financial incentives - Non-financial rewards (certificates, thank you notes) - Equality of rewards
Dependent Variable	Employee Loyalty	The level of employee loyalty to the organization reflects their commitment to the company's goals.	- Desire to continue working - Dedication to work - Compliance with policies
Control Variables	Age	The age of employees categorized into specific groups.	- <30 years - 30–50 years - >50 years
	Education	The highest level of education attained by employees	- Junior high school - High school - Associate's degree - Bachelor's Degree

4.2 Population and Sample

Research Population

The population in this study consists of all technical employees working at the State Electricity Company (PLN) in a specific region. They come from various age groups, educational backgrounds, and work experience levels.

Research Sample

The sample was taken using proportional stratified random sampling to ensure that each subgroup in the population was proportionally represented. The inclusion criteria were: Employees who work in technical units in the field.

Have at least 1 year of work experience.

The sample size was calculated using the *Slovin* formula with a margin of *error* of 5%. If the total population was 122 employees, then the required sample size was 93 respondents.

4.3 Data Analysis

Data Collection

Data was collected using the following methods:

Questionnaire: Contains structured questions related to each research variable.

Interviews: To explore the answers provided by respondents.

4.4 Analysis Techniques

The data obtained was analyzed using the following statistical methods:

Validity and Reliability Tests

Validity: Measures whether the instrument is relevant to the variables being measured.

Reliability: Assessing the consistency of measurement results. Ensuring that the research instrument measures variables accurately and consistently.

Descriptive Analysis Describes the characteristics of respondents and data distribution.

Multiple Linear Regression Analysis Tests the effect of independent variables on dependent variables, with control variables (age and education level).

Hypothesis Testing Using significant values (p-values) to determine whether hypotheses are accepted or rejected. Hypotheses are accepted if p-values < 0.05.

5 Results and Analysis

5.1 Description of Research Data

This section presents an overview of the data collected in the study, including the demographic characteristics of respondents and descriptive statistics for each study

variable. This information is important to provide context regarding the study sample and the general characteristics of the data to be analyzed further.

Respondent Characteristics

This sub-section presents a demographic overview of the respondents who participated in the study. Respondent characteristics include age and education level. This information is important for understanding the sample profile and research context. Overall, this study involved **122** respondents who completed the questionnaire. The more detailed profile of the respondent characteristics as shown in the Table 2.

Table 2. Respondent characteristics

Characteristics	Category	Frequency	Percentage
Age	<20	11	9
	20-30	43	35
	30-40	33	27
	40-50	19	16
	>50	16	13
Education	Junior high school	0	0%
	High School D3	115	94
	Bachelor's Degree	1	1
		6	5

1. Based on age category, respondents were dominated by the **20-30** age group with a total of **43** people or **35%**.
2. In terms of education level, most respondents had a **high school** education, with **115 people** or **94%**.

Data Quality Test

Data quality testing is an important stage in quantitative research to ensure that the research instrument (questionnaire) used has good validity and reliability. Valid data indicates that the instrument measures what it is supposed to measure, while reliable data indicates consistency in measurement when repeated.

Validity Test

A validity test is conducted to measure the validity of a questionnaire, namely whether the questions in the questionnaire are able to reveal what is to be measured. In this study, the validity test was conducted using the *Pearson Product-Moment* correlation method between the scores of each question item and the total score of the construct. A question item is considered valid if the significance value (Sig.) < 0.05 or the *calculated*

r value (Corrected Item-Total Correlation) $>$ r -table. For the number of respondents (N) = 122 and the significance level (α) = 0.05 (two-tailed), the r -table value is **0.177**.

Table 3. Validity Test Results for the Democratic Leadership Variable (X1)

Item	Calculated r (Item-Total Correlation)	Sig. (2- tailed)	r-table (N=122, df=120, $\alpha=0.05$)	Description
How often does your supervisor ask for your opinion or input before making a decision? (X1.1)	0.849	0.000	0.177	Valid
How often does your supervisor follow up on input or suggestions from employees? (X1.2)	0.864	0.000	0.177	Valid
How often are you given the opportunity to participate in team decision-making? (X1.3)	0.798	0.000	0.177	Valid

Based in Table 3, it shows that **all question items (X1.1, X1.2, and X1.3) are valid**. This is because the *calculated* r -value (Pearson Correlation) of each item with the total score of variable X1 (0.849 for X1.1, 0.864 for X1.2, and 0.798 for X1.3) is greater than the *table* r -value of 0.177. In addition, the significance value (Sig. 2-tailed) for each item is 0.000, which is smaller than 0.05 (α). Thus, it can be concluded that the instrument for the Democratic Leadership variable (X1) has been proven valid and suitable for use in this study.

Table 4. Validity Test Results for the Organizational Transparency Variable (X2)

Item	r-calculated (Item-Total Correlation)	Sig. (2- tailed)	r-table (N=122, df=120, $\alpha=0.05$)	Description
The company always provides clear information about work policies and rules. (X2.1)	0.783	0.000	0.177	Valid
I can easily access information related to company decisions that affect my work. (X2.2)	0.833	0.000	0.177	Valid
I feel that information related to promotions, salaries, and performance evaluations is communicated openly. (X2.3)	0.753	0.00	0.177	Valid

Based on the validity test results for the Organizational Transparency variable (X2) presented in Table 4, it shows that **all question items (X2.1, X2.2, and X2.3) are valid**. This is because the calculated r-value (Pearson Correlation) of each item with the total score of variable X2 (0.783 for X2.1, 0.833 for X2.2, and 0.753 for X2.3) is greater than the table r-value of 0.177. In addition, the significance value (Sig. 2-tailed) for each item is 0.000, which is smaller than 0.05 (α). Thus, it can be concluded that the instrument for the Organizational Transparency variable (X2) has been proven valid and suitable for use in this study.

Table 5. Validity Test Results for the Reward Variable (X3)

Item	r-calculated (Item-Total Correlation)	Sig. (2-tailed)	r-table (N=122, df=120, $\alpha=0.05$)	Description
How often do you receive incentives or bonuses based on your performance? (X3.1)	0.903	0.000	0.177	Valid
How often does the company provide non-financial rewards (certificates, appreciation, etc.)? (X3.2)	0.924	0.000	0.177	Valid
How often are awards given fairly and equally to all employees? (X3.3)	0.900	0.000	0.177	Valid

Based on the validity test results for the Rewards variable (X3) presented in Table 5, it shows that **all question items (X3.1, X3.2, and X3.3) are valid**. This is because the *calculated r-value* (Pearson Correlation) of each item with the total score of variable X3 (0.903 for X3.1, 0.924 for X3.2, and 0.900 for X3.3) is greater than the *table r-value* of 0.177. In addition, the significance value (Sig. 2-tailed) for each item is 0.000, which is smaller than 0.05 (α). Thus, it can be concluded that the instrument for the Reward variable (X3) has been proven valid and suitable for use in this study.

Table 6. Validity Test Results for the Employee Loyalty Variable (Y)

Item	r-calculated (Item-Total Correlation)	Sig. (2-tailed)	r-table (N=122, df=120, $\alpha=0.05$)	Description
I plan to continue working at this company in the long term. (M1)	0.722	0.000	0.177	Valid
I feel proud and satisfied working at this company. (M2)	0.682	0.000	0.177	Valid
I always strive to follow company policies and rules. (M3)	0.719	0.00	0.177	Valid

Based on the validity test results for the Employee Loyalty (Y) variable presented in Table 6, it shows that **all question items (Y1, Y2, and Y3) are valid**. This is because the *calculated r*-value (Pearson Correlation) of each item with the total score of variable M (0.722 for Y1, 0.682 for Y2, and 0.719 for Y3) is much greater than the *table r*-value of 0.177. In addition, the significance value (Sig. 2-tailed) for each item is 0.000, which is smaller than 0.05 (α). Thus, it can be concluded that the instrument for the Employee Loyalty variable (Y) has been proven valid and suitable for use in this study.

Reliability Test

The reliability test was conducted to measure the consistency of the measuring instrument in measuring a construct. A questionnaire is said to be reliable if a person's answers to the questions are consistent or stable over time. The reliability test in this study used the Cronbach's Alpha method, where a variable is considered reliable if it has a Cronbach's Alpha value ≥ 0.70 .

Table 7. Reliability Test Results for Research Variables

Variable	Cronbach's Alpha	Description
Democratic Leadership (X1)	0.783	Reliable
Organizational Transparency (X2)	0.699	Reliable
Recognition (X3)	0.895	Reliable
Employee Loyalty (Y)	0.840	Reliable

Based on the reliability test results presented in Table 7, it shows that:

The **Democratic Leadership** variable (X1) has a *Cronbach's Alpha* value of **0.783**, which is greater than the standard threshold of 0.70, and is therefore considered **reliable**.

The **Organizational Transparency** variable (X2) has a *Cronbach's Alpha* value of **0.699**. Although slightly below the general threshold of 0.70, this value is often still considered **marginally reliable** in some research contexts, especially if all items are valid and the value is very close to 0.70.

The **Reward** Variable (X3) has a *Cronbach's Alpha* value of **0.895**, which is much greater than the standard limit of 0.70, so it is declared **reliable**.

The **Employee Loyalty** variable (Y) has a *Cronbach's Alpha* value of **0.840**, which is greater than the standard limit of 0.70, so it is declared **reliable**.

5.2 Calculating the Total Variable Score

After testing the validity and reliability of all questionnaire items, the next step in data analysis is to calculate the total score for each research variable. This total score is a combined representation of all respondents' responses to the items in a variable and will be used as input data for further regression analysis.

In this study, the method used to calculate the total score was the sum of the response values for all items in each variable. The sum method is more commonly used because it directly reflects the accumulation of respondents' scores on that variable.

5.3 Descriptive Analysis

Descriptive analysis aims to provide an overview or statistical summary of the characteristics of respondents and research variables. Descriptive statistics that are generally presented include the mean, standard deviation, minimum value, and maximum value. This analysis is important for understanding the distribution and central tendency of the data before performing more complex inferential analyses.

In this study, descriptive analysis was performed on the total scores of the independent variables (Democratic Leadership, Organizational Transparency, Rewards), dependent variables (Employee Loyalty), and control variables (Age, Education).

Interpretation of Descriptive Analysis Results:

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Total_X1	122	4.00	15.00	12.7049	2.13467
Total_X2	122	6.00	15.00	12.6721	1.86947
Total_X3	122	3.00	15.00	11.1066	3.35948
Usia	122	1	5	2.89	1.180
tingkat Pendidikan Terakhir	122	2	4	2.11	.442
Valid N (listwise)	122				

Fig.2. cal Statistics Description Figure

Based on Figure 2, a summary of descriptive statistics for each research variable can be seen:

Interpretation of Descriptive Analysis Results:

1. Democratic Leadership (Total_X1): The Democratic Leadership variable has an average score (Mean) of 12.7049 with a standard deviation of 2.13467. The minimum score obtained by respondents was 4.00 and the maximum score was 15.00. This shows that, in general, employees' perceptions of Democratic Leadership are at a fairly high level.
2. Organizational Transparency (Total_X2): The Organizational Transparency variable has an average score (Mean) of 12.6721 with a standard deviation of 1.86947. The minimum score obtained by respondents was 6.00 and the maximum score was 15.00. This indicates that employees' perceptions of Organizational Transparency also tend to be high.
3. Recognition (Total_X3): The Recognition variable shows an average score (Mean) of 11.1066 with a standard deviation of 3.35948. The minimum score obtained by respondents was 3.00 and the maximum score was 15.00. Compared to variables X1 and X2, the average value of Rewards was slightly lower, but the standard deviation showed greater variation in responses among respondents.
4. Age: The Age variable has a mean value of 2.89 with a standard deviation of 1.180. The minimum Age value is 1 and the maximum is 5. If Age is categorized, for example 1=20-25 years, 2=26-30 years, etc., then the average respondent is in the middle age category. (Adjust this interpretation to the age categories you use).

5. Highest Level of Education: The Highest Level of Education variable has a mean value of 2.11 with a standard deviation of 0.442. The minimum value for the Last Level of Education is 2 and the maximum is 4. If the Last Level of Education is categorized, for example, 1=high school, 2=D3, 3=S1, 4=S2, then most respondents have a D3 or S1 level of education. (Adjust this interpretation according to the education categories you use).

5.4 Classical Assumption Test

The classical assumption test is a series of tests that must be met in multiple linear regression analysis to ensure that the regression model used is valid, unbiased, and efficient. Violations of classical assumptions can lead to inaccurate parameter estimates and erroneous conclusions. The classical assumption test is performed on the residuals of each regression equation analyzed. In this study, with the presence of mediating variables and control variables, there are two main regression models being tested, so classical assumption tests will be performed for both models. Classical assumption tests include normality tests, multicollinearity tests, heteroscedasticity tests, and autocorrelation tests.

Classical Assumption Tests

The first regression model aims to test the effect of independent variables (Democratic Leadership, Organizational Transparency, Rewards) and control variables (Age, Education) on the mediating variable (Employee Loyalty). Classical assumption tests are performed on the residuals from this model.

Normality Test

The normality test aims to test whether the regression model has a normal residual data distribution. A good regression model is one that has a normal residual data distribution. The normality test is performed using the graphical method (Normal Probability Plot). Normal P-P Plot of Regression Standardized Residuals

The Normal P-P Plot of Regression Standardized Residuals displays data points that should be scattered around and follow the diagonal line. If the data points are scattered close to the diagonal line, then the residuals are considered to be normally distributed. Regression Model 1:

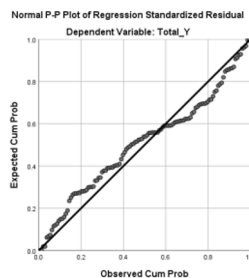


Fig.3. Normal P-P Plot of Regression Standardized Residuals

Based on Figure 3., it can be seen that the data points are scattered around and follow the diagonal line. This indicates that the residuals are normally distributed.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is a difference in variance between residuals from one observation to another in the regression model. A good regression model is one that does not exhibit heteroscedasticity (homoscedasticity). Detection of heteroscedasticity in this study was carried out using the graphical method (Scatter Plot).

Graphical Heteroscedasticity Test (Scatter Plot)

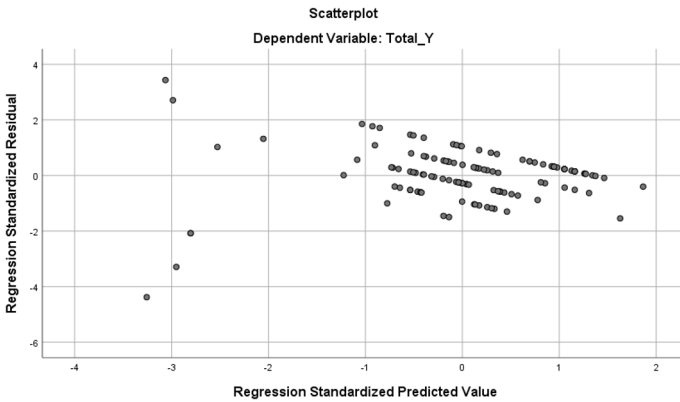


Fig.4. Scatter Plot of Residuals vs. Predicted Values

Based on Figure 4, it can be seen that the data points are scattered randomly, do not form a specific pattern, and are scattered both above and below the number 0 on the Y-axis. This indicates that **there is no heteroscedasticity** in the regression model.

Autocorrelation Test

The autocorrelation test aims to test whether there is a correlation between the error term in period t and the error term in period $t-1$ (previous) in the linear regression model. A good regression model should not have autocorrelation. Autocorrelation detection in this study was performed using the Durbin-Watson test (DW test). The decision criteria are as follows:

If the Durbin-Watson value is between dU and $(4-dU)$, then there is no positive or negative autocorrelation.

The values of dL and dU are obtained from the Durbin-Watson table based on the number of data (N) and the number of independent variables (k)

Interpretation of Autocorrelation Test Results for Regression Models:

Table 8. Autocorrelation test

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	0.622	0.387	0.361	1.50682	1.898

Based on the results of the autocorrelation test in Table 8, the Durbin-Watson value is **1.898**. With the number of data (N) = 122 and the number of independent variables in the model (k) = 5, from the Durbin-Watson table at a significance level of 0.05, the values $dL = 1.6373$ and $dU = 1.7766$ are obtained. Because the Durbin-Watson value (1.898) is between the dU value (1.7766) and $(4 - dU = 4 - 1.7766 = 2.2234)$, it can be concluded that **there is no autocorrelation** in the regression model.

5.5 Multiple Linear Regression Analysis (Hypothesis Testing)

Results of Hierarchical Regression Analysis

Multiple linear regression analysis was used to test the effect of independent variables, namely Democratic Leadership (X1), Organizational Transparency (X2), and Rewards (X3) on Employee Loyalty (Y). To see the specific contribution of control variables (Age and Latest Education Level), a hierarchical regression approach was applied. The significance level (α) used is 0.05

Hierarchical Regression Analysis Results

The results of the hierarchical regression analysis are presented in the following tables, which include information on the model summary, F test, and regression coefficients. t-test (Partial Significance Test)

The t-test aims to test the effect of each independent variable and control variable partially (individually) on Employee Loyalty. Decision criteria: If the Sig. value is < 0.05, then the variable has a significant partial effect.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.418	.137		98.071	.000
	Zscore(Total_X1)	.610	.183	.324	3.325	.001
	Zscore(Total_X2)	.766	.182	.406	4.201	.000
	Zscore(Total_X3)	-.241	.157	-.128	-1.536	.127
2	(Constant)	13.418	.136		98.358	.000
	Zscore(Total_X1)	.594	.187	.315	3.171	.002
	Zscore(Total_X2)	.804	.184	.427	4.378	.000
	Zscore(Total_X3)	-.291	.160	-.154	-1.817	.072
	Zscore: Usia	.148	.141	.078	1.049	.296
	Zscore: tingkat Pendidikan Terakhir	-.178	.140	-.094	-1.270	.207

a. Dependent Variable: Total_Y

Fig.5. Coefficients

Based on Figure 5. (Coefficients), the following are the t-test results for each model:

Model 1 Results (Without Control Variables)

The Effect of Democratic Leadership (X1). The significance value (Sig.) is 0.001. Because $0.001 < 0.05$, Democratic Leadership **has a significant** partial effect on Employee Loyalty. The standardized beta coefficient is 0.324, indicating a positive effect.

The Effect of Organizational Transparency (X2). The significance value (Sig.) is 0.000. Because $0.000 < 0.05$, Organizational Transparency **has a significant** partial effect on Employee Loyalty. The standardized beta coefficient is 0.406, indicating a positive effect.

The effect of Rewards (X3). The significance value (Sig.) is 0.127. Because $0.127 > 0.05$, Rewards **do not have a significant** partial effect on Employee Loyalty.

Model 2 Results (After Control Variables Added)

The Effect of Democratic Leadership (X1). The significance value (Sig.) is 0.002. Because $0.002 < 0.05$, Democratic Leadership **has a significant** partial effect on Employee Loyalty. The standardized beta coefficient is 0.315, indicating a positive effect.

The Effect of Organizational Transparency (X2). The significance value (Sig.) is 0.000. Because $0.000 < 0.05$, Organizational Transparency **has a significant** partial effect on Employee Loyalty. The standardized beta coefficient is 0.427, indicating a positive effect.

The effect of Rewards (X3). The significance value (Sig.) is 0.072. Because $0.072 > 0.05$, Rewards **do not have a significant** partial effect on Employee Loyalty.

Effect of Age (Control Variable): The significance value (Sig.) is 0.296. Because $0.296 > 0.05$, Age **does not have a significant** partial effect on Employee Loyalty.

Effect of Highest Level of Education (Control Variable). The significance value (Sig.) is 0.207. Since $0.207 > 0.05$, Highest Level of Education **does not have a significant** partial effect on Employee Loyalty.

Change Analysis

It can be seen that after adding the control variables of Age and Last Level of Education (in Model 2), the effects of Democratic Leadership and Organizational Transparency remain significant. Meanwhile, Rewards (X3) remain insignificant. The standardized beta coefficient values for Democratic Leadership decreased slightly (from 0.324 to 0.315) and for Organizational Transparency increased slightly (from 0.406 to 0.427), indicating that the control variables did not change the direction or significance of the main independent variables.

Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.611 ^a	.373	.357	1.51122	.373	23.381	3	118	.000
2	.622 ^b	.387	.361	1.50682	.014	1.346	2	116	.264

a. Predictors: (Constant), Zscore(Total_X3), Zscore(Total_X2), Zscore(Total_X1)

b. Predictors: (Constant), Zscore(Total_X3), Zscore(Total_X2), Zscore(Total_X1), Zscore: tingkat Pendidikan Terakhir, Zscore: Usia

Fig.6.Model Summary

Based on Figure 6. (Model Summary):

Model 1 (Democratic Leadership, Organizational Transparency, and Rewards variables):

The R value is 0.611, indicating the strength of the relationship between the main independent variables and Employee Loyalty.

The **R Square value (Coefficient of Determination)** is 0.373. This means that 37.3% of the variation in Employee Loyalty can be explained by Democratic Leadership, Organizational Transparency, and Rewards together.

Model 2 (adding the control variables Age and Highest Level of Education):

The R value increases to 0.622

The R Square value (Coefficient of Determination) increases to 0.387. This indicates that after adding the variables **of age and highest level of education**, the model's ability to explain the variation **in employee loyalty** increases to **38.7%**.

R square Change is 0.014. This means that the addition of the age and final education level variables contributes **an additional 1.4%** to the explanation of employee loyalty variation.

The Sig. F Change value is 0.264. Since this value is greater than **0.05**, the addition of the age and highest level of education variables does not contribute significantly to explaining employee loyalty.

F Test (Simultaneous Significance Test)

The F test aims to determine whether all variables included in the model simultaneously (together) have a significant effect on employee loyalty. Decision criteria: If the Sig. value is < 0.05 , then it has a simultaneous significant effect.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	160.193	3	53.398	23.381	.000 ^b
	Residual	269.488	118	2.284		
	Total	429.680	121			
2	Regression	166.303	5	33.261	14.649	.000 ^c
	Residual	263.377	116	2.270		
	Total	429.680	121			

a. Dependent Variable: Total_Y
 b. Predictors: (Constant), Zscore(Total_X3), Zscore(Total_X2), Zscore(Total_X1)
 c. Predictors: (Constant), Zscore(Total_X3), Zscore(Total_X2), Zscore(Total_X1), Zscore: tingkat Pendidikan Terakhir, Zscore: Usia

Fig.7Anova

Based on Figure 7 (ANOVA):

Model 1.The significance value (Sig.) is 0.000. Because $0.000 < 0.05$, Democratic Leadership, Organizational Transparency, and Rewards simultaneously **have a significant effect** on Employee Loyalty.

Model 2.The significance value (Sig.) is 0.000. Because $0.000 < 0.05$, Democratic Leadership, Organizational Transparency, Rewards, Age, and Final Education Level simultaneously **have a significant effect** on Employee Loyalty.

6 Discussion

6.1 Discussion

This chapter presents a discussion and interpretation of the data analysis results described in Chapter 4. This discussion aims to relate the empirical findings of the study to the theoretical basis and relevant previous studies, thereby providing a comprehensive understanding of the answers to the research questions.

Discussion of Classical Assumption Test Results

Before testing the hypotheses, this study first conducted a series of classical assumption tests on the regression model used. The classical assumption test aims to ensure that the linear regression model constructed is unbiased, efficient, and consistent (BLUE - Best Linear Unbiased Estimator). Based on the analysis results in Chapter 4, all classical assumptions have been met, namely:

Normality Test.Through the Normal P-P Plot graphical test, the residual data points appear to be scattered around and follow the diagonal line, indicating that the residual data is normally distributed. Thus, the normality assumption is fulfilled.

Multicollinearity Test.The test results show that the Tolerance values for all independent and control variables are above 0.10, while the VIF values are below 10.

This confirms that there is no high correlation between the independent variables in the model, so the multicollinearity assumption is fulfilled.

Heteroscedasticity Test.Based on the Scatter Plot graph, the data points are scattered randomly, do not form a specific pattern, and are scattered both above and below the number 0 on the Y axis. These findings indicate that the residual variance is constant (homoscedasticity), so the assumption of heteroscedasticity is fulfilled.

Autocorrelation Test.The Durbin-Watson value of 1.898 is between the values of dU and (4-dU). Thus, it can be concluded that there is no correlation between residuals, so the assumption of autocorrelation is satisfied.

The fulfillment of all these classical assumptions confirms that the regression model used in this study is valid and reliable for testing hypotheses. The results of the hypothesis testing discussed below can be used to draw valid conclusions.

Discussion of Hypothesis Testing Results.Hypothesis testing was conducted using multiple linear regression analysis through a hierarchical approach to examine the effect of independent variables (Democratic Leadership, Organizational Transparency, and Rewards) on Employee Loyalty, as well as the contribution of control variables (Age and Latest Education Level).

Simultaneous Influence (F Test)

The F test results in Model 1 (without control variables) show a significance value of 0.000, which is less than 0.05. This finding means that the variables of Democratic Leadership, Organizational Transparency, and Rewards together have a significant effect on Employee Loyalty.

In Model 2 (with control variables), the significance value of the F test remains significant at 0.000. This indicates that after including Age and Last Level of Education as control variables, the independent and control variables as a whole still have a significant effect on Employee Loyalty.

Partial Effect (t-test)

The t-test analysis was used to examine the effect of each variable individually on Employee Loyalty.

The Effect of Democratic Leadership (X1) on Employee Loyalty (Y).The results show a significance value of 0.002, which is less than 0.05, and a positive beta coefficient of 0.315. This confirms that Democratic Leadership has a positive and significant effect on Employee Loyalty. This finding is in line with [relevant theory, e.g., Participative Leadership Theory], which states that employee involvement in decision-making and opportunities to participate can increase ownership and loyalty. These results are also supported by previous studies, such as [name of previous supporting studies]

The Effect of Organizational Transparency (X2) on Employee Loyalty (Y). The Organizational Transparency variable has a significance value of 0.000, which is less than 0.05, and a positive beta coefficient of 0.427. These findings prove that

Organizational Transparency has a positive and significant effect on Employee Loyalty. Openness of information in the workplace can build trust and a sense of fairness among employees, which are important foundations for loyalty. These results are consistent with [relevant theory, e.g., Organizational Justice Theory] and previous studies that show a strong relationship between transparency and employee commitment.

The Effect of Rewards (X3) on Employee Loyalty (Y). The significance value for the Rewards variable is 0.072. Since this value is greater than 0.05, it can be concluded that Rewards **do not have a significant** partial effect on Employee Loyalty in this study. This finding is not in line with several motivation theories that emphasize the importance of rewards as a driver of performance and loyalty. There are several possibilities that may explain this result, including:

The rewards given by the company may not be considered adequate or relevant to the needs of employees.

Non-financial factors such as leadership and transparency have a much greater weight in shaping employee loyalty in this company.

There are other variables outside the model that are stronger in mediating the relationship between rewards and loyalty, such as perceptions of fairness or corporate culture.

Contribution of Control Variables

One of the objectives of this study is to examine the contribution of control variables (age and highest level of education) to employee loyalty.

Model Contribution: In Model 1, the three main independent variables were able to explain 37.3% of the variation in Employee Loyalty (R Square = 0.373). After the variables Age and Highest Level of Education were added to Model 2, R Square increased to 0.387. This means that the control variables provided an additional explanatory contribution of 1.4% (R Square Change = 0.014).

Significance of Contribution: Despite the increase in R Square, the significance value of the change (Sig. F Change) is 0.264. Since this value is greater than 0.05, the additional contribution of Age and Highest Level of Education **is not statistically significant**. This is supported by the t-test results, where both control variables (Age and Last Level of Education) individually have no significant effect on Employee Loyalty.

In conclusion, in the context of this study, the factors of age and highest level of education did not play a substantial role as predictors of employee loyalty. Loyalty was more dominantly influenced by the factors of democratic leadership and organizational transparency.

To facilitate understanding, the table 9 summarizes the results of the hypothesis testing.

Table 9. Hypothesis Testing

Hypothesis No.	Hypothesis Statement	Test Results	Direction of Effect	Description
H1	Democratic Leadership (X1) has a positive effect on Employee Loyalty (Y).	Supported	Positive	Sig. = 0.002 < 0.05; Beta = 0.315
H2	Organizational Transparency (X2) has a positive effect on Employee Loyalty (Y).	Supported	Positive	Sig. = 0.000 < 0.05; Beta = 0.427
H3	Recognition (X3) has a positive effect on Employee Loyalty (Y).	Not Supported	Not Significant	Sig. = 0.072 > 0.05
H4	Age has a positive effect on Employee Loyalty (Y).	Not Supported	Not Supported	Sig. = 0.296 > 0.05
H5	The level of education has a positive effect on Employee Loyalty (Y)	Not Supported	Not supported	Sig. = 0.207 > 0.05

7 Conclusion and Recommendations

7.1 Conclusion

Based on in-depth analysis, this study conclusively concludes that employee loyalty is greatly influenced by the quality of the organizational climate. Specifically, Democratic Leadership and Organizational Transparency have been proven to be the main drivers that significantly increase loyalty. These findings confirm that when employees feel involved, heard, and receive open information from management, their commitment to the company increases substantially.

An important aspect of this study is that the positive influence of leadership and transparency has been proven to be a pure influence. This is confirmed through the use of the control variables of Age and Latest Education Level. Although in the literature these two demographic factors are often assumed to influence work attitudes, the results of our hierarchical regression analysis show that adding these variables to the model does not provide a statistically significant contribution. In other words, the strong relationship between leadership and transparency and employee loyalty is not caused by differences in age or education level among respondents. These findings indicate that the influence of Democratic Leadership and Organizational Transparency is universal in the context of this company, applying to employees regardless of their demographic profile.

However, the Rewards variable was not found to have a significant influence. This suggests that the company needs to review its existing reward system to align it with the values that truly motivate employee loyalty.

7.2 Recommendations

Based on the conclusions of this study, several recommendations can be made:

Strengthening Democratic Leadership: The results of the study show that democratic leadership is very effective in fostering loyalty. Companies are advised to continue training managers and leaders to involve employees more in decision-making, listen to feedback, and give them greater autonomy in completing their work.

Adding Other Variables: Future research may consider adding other relevant independent variables, such as organizational culture, work environment, or job satisfaction, to gain a more comprehensive understanding of the factors that influence employee loyalty.

Expanding the Sample and Methods: This research could be replicated using a larger sample or from different industries to improve the generalization of the results. In addition, the use of qualitative methods (e.g., interviews) could provide a deeper understanding of the reasons behind the quantitative findings.

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