

## The Influence of Democratic Leadership, Job Training, Work Motivation, and Job Satisfaction on Employee Loyalty at PT Siantar Ice Factory, Pematang Siantar

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### ARTICLE INFO

*Keywords:* Democratic Leadership, Job Training, Work Discipline, Work Motivation, Employee Loyalty

*Received :* 4, June

*Revised :* 19, June

*Accepted:* 21, July

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### ABSTRACT

An employee's loyalty is shown by their defence and commitment to the firm. Among the attitudes shown are accountability, self-control, and positive interactions with superiors and/or colleagues. This study used the entire population (100%) because of the number of employees at PT. Ice Factory in Pematang Siantar had 78 people and less than 100 employees. The study results showed a calculated F value of  $6.572 > F$  table 2.72, and the Sig value was  $0.000 < 0.05$ , so democratic leadership, job training, work motivation, and job satisfaction significantly affected employee loyalty. This is indicated by (R-Square) value of 21.4%. This value can be interpreted as democratic leadership, job training, work motivation, and job satisfaction, which can influence employee performance by 21.4%; the remaining 100% - other variables or factors explain 21.4% = 78.6%.

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## **INTRODUCTION**

An organization will develop well if it can manage its human resources. In managing human resources, leadership is needed that is able to direct and move human resources to follow the rules that create a high work-discipline attitude in the company. (Iswahyudi et al., 2023; Muryani et al., 2022).

Human resources are one of the determinants of a company's success because their role as a valuable asset is to plan, implement, and control several company operational activities. (Hidayat, 2023; Julyanthry et al., 2020). Suppose a company has acquired employees, developed their abilities, provided fair and appropriate compensation, and interpreted individual and organizational desires, which means competent employees who are able and willing to cooperate. In that case, it is only right that we retain these employees. (Sukmawati Marjuni, 2015; Widyaningrum, 2019).

Democratic leadership has a vital role in an organization; democratic leadership is an effort to influence people or individuals (interpersonal) through the communication process to achieve goals so that a leader knows what his members expect. (Nurrohimi & Anatan, 2009; Sari, 2023). In implementing democratic leadership, the environment established between superiors and subordinates is very friendly and warm, and there is no authoritarian atmosphere; this leadership is active and directed. (Fauady & Fitriani, 2024; Rohman & Muna, 2019).

Training is aimed at helping employees improve technical knowledge and skills; training usually begins with orientation, a process where employees are given information and knowledge about employees, organizations, and expectations to achieve specific performance. (Bolung et al., 2018; Iskandar, 2018; Wahyuningsih, 2019).

Work motivation is one of the very important factors in every group effort to achieve a particular employee. Each employee has different work motivations; some work to meet their needs, but some work to pursue achievements. Providing the right Motivation will positively impact employees' passion and work spirit until finally, thanks to their seriousness and perseverance, they can increase their productivity (Nasution, 2014; Sitorus, 2020). Motivation arises because someone feels a specific need, and therefore, the need is directed at achieving a specific goal, and if the goal has been achieved, they will feel satisfied. Job satisfaction is important for employees, as they can interact with the work environment so that the Work is carried out well and the company's goals can be achieved. (Burhan et al., 2022; Sahlan et al., 2015). Employee attitudes towards their work alone, work environments, and collaboration between managers and coworkers are all strongly correlated with job satisfaction. A fundamental component of wellbeing and a significant determinant of labour market outcomes is job satisfaction. Increased individual (employee) and group performance will be encouraged by high work satisfaction, which will boost the overall efficacy of the business. (Effendi, 2021; Samuel, 2021).

Work loyalty is often heard or is very important for an organization to achieve its goals. Work loyalty is the will and capacity to follow, carry out, and practise instructions with complete awareness and accountability. The attitude

of workers who dedicate their skills and responsibilities, honesty in their work, positive working relationships with superiors, good cooperation with coworkers, discipline, upholding the company's reputation, and long-term healthy work habits are all indicators of employee loyalty to their jobs (Aritama, 2020; Komalasari, 2022; Saputri, 2020).

PT Siantar Ice Factory was established in 1916 in Pematangsiantar with the initial name NV Ijs Fabriek. NV is an abbreviation for the Dutch word *Naamloze Vennootschap*, which means Limited Liability Company. NV Ijs Fabriek was founded by a Swiss chemical engineering graduate named Heinrich Surbeck, who first came to North Sumatra in 1902. Surbeck founded a gambir factory in Gunung Melayu (Asahan), a power plant, a hotel, and an ice and beverage factory in Pematangsiantar under NV Ijs Fabriek, which obtained ice cubes. In 1969, NV Ijs Fabriek, along with assets such as the Siantar Hotel, was purchased and became the property of the Julianus Hutabarat family. After being managed by Julianus Hutabarat, NV Ijs Fabriek changed to PT Siantar Ice Factory with the same production results. In its development, PT Siantar Ice Factory still exists today by carrying out the vision of making PT Siantar Ice Factory a world-class ice and beverage company,

The results of temporary observations at PT Siantar Ice Factory revealed several problems with democratic leadership in the company. For example, leaders had held meetings or discussions beforehand to make decisions, but employees still did not provide enough input. Employees have also been placed according to their fields, but the number of workers in each field has not been effective. This can also affect employee loyalty to their Work.

Furthermore, the work training has used the specified material. However, employees still have difficulty understanding the specified material, so the time used in the work training does not match the time set by the company. In conducting employee work training, the instructor has mastered the material that will be used in the training. However, the instructor is still not professional in conducting work training, which can affect employee work loyalty.

Work motivation can also affect employee loyalty. Employees lack Motivation for their Work, but leaders motivate them. Companies already reward employees who excel, but leaders still pay less attention to employees who have achieve (Fitri, 2021; Noviwati, 2016).

Furthermore, job satisfaction can also affect employee loyalty. Although the Work done by employees is in their respective fields, there is still a sense of boredom among employees with their own Work. In the company, there is a promotion system, but carrying out the promotion requires a long process, which can affect job satisfaction and employee work loyalty (Arifin, 2013; Sufardin, 2023).

## LITERATURE REVIEW

### *Democratic Leadership*

Democratic leadership involves influencing others via communication to attain objectives, enabling a leader to understand the expectations of their members. A democratic leadership style positively influences followers by enhancing their responsibility for attaining organizational objectives via their

participation in decision-making. According to (Pasolong, 2021), " Democratic leadership entails a leader who delegates significant power to subordinates and consistently engages the whole team in problem-solving processes." According to (Afandi, 2018), " Democratic leadership involves collective decision-making, with the leader facilitating the process. The leader grants autonomy to members to pursue their preferred duties, while the allocation of responsibilities is determined by the group members."

According to (Sutikno, 2014), " Democratic leadership is a leadership style in which the leader is open to accepting and valuing thoughts, opinions, and recommendations from staff and subordinates via a discussion forum to achieve consensus. Democratic leadership is engaged, dynamic, and purposeful. Control operations are executed in a systematic and accountable manner. Democratic leadership is the active involvement of subordinates in decision-making processes to attain shared objectives.

### ***Job Training***

Job training encompasses the whole process of supplying, acquiring, enhancing, and cultivating work competence, productivity, discipline, attitude, and work ethic, tailored to the requisite skill and expertise according to the position's level and qualifications. Job training is a method for enhancing worker quality and advancing career development.

According to (Afandi, 2018) Afandi (2021: 128), "Job training aims to impart skills and knowledge to participants, enabling them to engage in training concurrently with their work responsibilities."

According to (Sutrisno, 2014), " Job training is an effective strategy for addressing the problems and quick changes inherent in future company environments. Effective training is accomplished by integrating training programs into the strategic management planning framework, executed in systematic phases.

According to (Tsauri, 2013), Training is an endeavor that enhances an individual's occupational competence about economic operations. Training enhances workers' comprehension of practical information and its application, so augmenting the organization's skills, capabilities, and attitudes to attain its objectives.

The aforementioned perspective suggests that a method exists to enhance employee competence, skills, talents, and attitudes, enabling individuals to undergo transformations to attain organizational objectives.

### ***Work motivation***

Work motivation is a catalyst that compels an individual to do an activity or refrain from doing so. It occurs both within and outwardly, in good or negative forms. Work motivation generates a desire for passion in the workplace.

According to (Afandi, 2018), " Motivation is an intrinsic desire that emerges inside an individual, fueled by inspiration, encouragement, and a commitment to engage in activities with sincerity, pleasure, and earnestness, ultimately leading to high-quality outcomes." According to (Adha et al., 2019) that " Motivation is the driving force that fosters an individual's excitement for work,

enabling collaboration, successful performance, and the integration of efforts to attain fulfillment.." According to (Normi, 2018) that " Motivation is a crucial component of self-development, directly correlating with the degree of effort exerted by an individual to achieve a goal. From the aforementioned perspective, it can be inferred that work motivation is an intrinsic drive that generates passion, enabling individuals to collaborate effectively for optimal outcomes.

### ***Job satisfaction***

Job satisfaction is an emotional condition reflected in behaviors and attitudes that are either positive or negative towards one's employment. It signifies an individual's sentiments on their occupation. This is seen in the workers' favorable disposition towards their job and other external circumstances.

According to (Afandi, 2018), " Job satisfaction refers to the contentment derived from work that includes recognition, outcomes, positioning, treatment, resources, and a conducive work environment. Employees that want job happiness would prioritize labor above remuneration, notwithstanding the significance of money.

(Badu & Djafri, 2017) states, "Employee job satisfaction is an attitude towards work that can be either positive or negative, indicating satisfaction or dissatisfaction." According to the aforementioned definition, job satisfaction is a favorable sentiment towards one's work that may foster excitement in the workplace. Positive emotions may manifest as enjoyment of their job, leading people to engage totally and with enthusiasm. Employees experience job satisfaction when their expectations align with reality.

### ***Employee Loyalty***

Work loyalty may be defined as allegiance, dedication, and trust towards the organization, including a feeling of commitment and accountability to provide optimal service and conduct for the firm. Rasmini (2017) asserts that job loyalty is a key component in employee research. This encompasses fidelity to their employment, role, and institution. Work loyalty is shown by the willingness to defend and safeguard the business against irresponsible individuals, both inside and beyond the workplace.

Valentino and Haryadi (2016) assert that "Employee loyalty refers to an employee's allegiance to the organization, demonstrated through their commitment to contribute optimally to the company." Simbolon Kasmiruddin (2015) posits that "loyalty is demonstrated by employees' readiness to safeguard and defend the organization both within and beyond the workplace against irresponsible individuals." From the aforementioned perspectives, it can be inferred that loyalty pertains to our commitment to our task, ensuring its successful completion. Furthermore, we endeavor to uphold the company's reputation and are prepared to commit to a longer duration of work. Increased loyalty correlates with enhanced employee performance for the organization.

## METHODOLOGY

This study was performed in PT. Es Siantar located in Pematang Siantar, Simalungun, South Siantar District, Pematang Siantar City, North Sumatra. The researcher used a descriptive technique using a quantitative approach. This research utilises the full population (100%) as the staff count at PT Es Siantar, Pematang Siantar, is 78. According to this research, due to the population being less than 100 respondents, the author included the whole population of PT Pabrik Es Siantar, which consists of 78 individuals. The research variable is the subject or focal point of a study. The research variables comprise two categories: the dependent variable, Employee Loyalty (Y), which is influenced by other variables, and the independent variables, including Democratic Leadership (X1), Job Training (X2), Work Motivation (X3), and Job Satisfaction (X4). This research used the Likert scale for data measurement. Procedure Data, information, facts, and explanations necessary for this study were gathered using questionnaire and observation collecting procedures. The used analytical approach is Multiple Linear Regression, including three independent variables and one dependent variable, using the Statistical Package for the Social Sciences (SPSS) version 24 software. The used analytical technique is a multiple linear regression model. The equation model used is:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

Where :

Y = Work loyalty a = Constant

b1 = Democratic Leadership Regression Coefficient

b2 = Job Training Regression Coefficient

b3 = Work Motivation Regression Coefficient

b4 = Job Satisfaction Regression Coefficient

X1= Democratic Leadership

## RESEARCH RESULT

### *Research Results*

To find out "The Influence of Democratic Leadership, Job Training, Work Motivation and Job Satisfaction on Employee Work Loyalty at PT Pabrik Es in Pematang Siantar," a study was conducted by distributing 46 statements to 78 respondents. The respondents describe the gender, age, and education of PT. Pabrik Es Di Pematang Siantar Employees are willing to complete the distributed questionnaires. The number and percentage of respondents based on their identities are presented:

Table 1. Respondent Identity Based on Education

Description	amount	Percent	Cumulative Percent
Gender			
Man	50	64.1	64.1
Woman	28	35.9	100.0

Age			
< 25 years	7	9.0	9.0
> 30 years	51	65.4	74.4
25-30 years old	20	25.6	100.0
Education			
S1	40	51.3	51.3
High School/Vocational School	38	48.7	100.0
Total	78	100.0	100.0

Source: Primary Data 2022

Of the 78 respondents, 50 were male (64.1%) and 28 were female (35.9%). This shows that the respondents willing to complete the Questionnaire were primarily male. Respondents aged <25 years were 7 (9%), 51 were >30 years old (65.4%), and 20 were 25-30 years old (25.6%). This shows that the respondents who were mainly willing to complete the Questionnaire were mainly aged >30. The education of respondents with a bachelor's degree was 40 people (51.3%), and respondents with a high school/vocational high school education were 38 people (48.7%). This shows that the respondents willing to complete the Questionnaire were mainly those with bachelor's degrees.

#### Normality Test

To ascertain if the collected data is normally distributed, a normality test is used. This study's normalcy test makes use of the Probability Plot and the Kolmogorov-Smirnov approach. Decision-making standards:

- A significance value (Asymp. Sig. 2-tailed) < 0.05 indicates an aberrant data distribution.
- The distribution of the data is considered normal if the significant value (Asymp. Sig. 2-tailed) > 0.05.

Table 2 Normality Test Results

#### One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual

N		83
Normal Parameters <sup>b</sup>	Mean	.0000000
	Std. Deviation	3.23444383
Most Extreme Differences	Absolute	.093
	Positive	.038
	Negative	-.093
Test Statistics		.093
Asymp. Sig. (2-tailed)		.076 <sup>c</sup>

Source: Processed Results of SPSS Version 24.0

The table above shows the significance value (Asymp. Sig. 2-tailed) of 0.076. The variables studied are typically distributed because the significance level is 0.076 > 0.05. This means that the assumption of normality is met.

#### Multicollinearity Test

The multicollinearity test assesses the presence of correlations among independent variables inside a model. To assess the presence of multicollinearity symptoms, one may examine the Tolerance and VIF values. From the test results using SPSS, the multicollinearity test results were obtained as follows:

Table 3 Multicollinearity Test Results  
Coefficients

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Democratic Leadership	.855	1,170
Job Training	.971	1,030
Work motivation	.865	1.156
Job satisfaction	.997	1.003

a. Dependent Variable: Employee Loyalty

Source: Processed Results of SPSS Version 24.0

Table 3 above indicates a Tolerance value above alpha (0.05) and a VIF value less than 5. The findings indicate the absence of multicollinearity symptoms in the regression model of this investigation.

**Multiple Linear Regression Equation**

Table 4. Multiple Linear Regression Equation  
Coefficients

Modell	Unstandardized Coefficients		Standardized Coefficients Beta
		Std. Error	
1 (Constant)	1,920	5,967	
Democratic Leadership	.213	.106	.214
Job Training	.210	.074	.282
Motivation	.207	.098	.222
Job satisfaction	.175	.083	.206

a. Dependent Variable: Employee Loyalty

Source: Processed Results of SPSS Version 24.0

In the table above, it is known that the multiple linear regression equation obtained is;

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

$$Y = 1.920 + 0.213X_1 + 0.210X_2 + 0.207X_3 + 0.175X_4$$

- a. The constant value (a) is 1.920. This indicates that Democratic Leadership, Job Training, Work Motivation, and Job Satisfaction have values of 0, but Employee Loyalty has a value of 1.920.
- b. The regression coefficient (b1) is 0.213. An rise of 1 in the Democratic Leadership variable will result in a 0.213 increase in product sales.

Consequently, the Democratic Leadership variable positively influences Employee Loyalty.

- c. The regression coefficient (b2) is 0.210. An increase of 1 unit in the Job Training variable will result in a 0.210 unit rise in Employee Loyalty. Consequently, the Job Training variable positively influences Employee Loyalty.
- d. the regression coefficient (b3) is 0.207. An increase of 1 unit in the Work Motivation variable results in a 0.207 unit rise in Employee Loyalty. Consequently, the Work Motivation variable positively influences Employee Loyalty.
- e. The regression coefficient (b4) is 0.175. An increase of 1 unit in the Job Satisfaction variable will result in a 0.175 unit rise in Employee Loyalty. Consequently, the Job Satisfaction variable positively influences Employee Loyalty.

Based on the results of the Multiple Linear Regression above, it can be concluded that the Democratic Leadership variable has the most dominant relationship with Employee Loyalty.

**Partial Test (t-Test)**

The t-test assesses the significance of each independent variable's effect on the dependent variable. Partial test with a significance threshold of  $\alpha = 5\%$  and degrees of freedom. Initially, ascertain the t-table value derived as follows:

$$\begin{aligned} \text{table} &= t (\alpha/2 ; nk-1) \\ &= t (0.05/2 ; 83-4-1) \\ &= t (0.025 ; 78) \\ &= 1,990 \end{aligned}$$

So, the table obtained is an alpha of 1.990. The results of the partial test are as follows:

Table 5. Partial Test (t-Test)  
**Coefficients**

Model	t	Sig.
1 (Constant)	.322	.748
Democratic Leadership	2.017	.047
Job Training	2,841	.006
Motivation	2.109	.038
Job satisfaction	2.104	.039

a. Dependent Variable: Employee Loyalty

*Source: Processed Results of SPSS Version 24.0 (2022)*

The t-test findings shown in the table had the following outcomes:

- 1. The computed t value for the Democratic Leadership variable is 2.017, above the t table value of 1.990, and the significance value is 0.047, which is less than 0.05; hence, Democratic Leadership significantly influences Employee Loyalty.

2. The computed t value for the Job Training variable is 2.841, above the t table value of 1.990, and the significance value for Job Training is 0.006, which is less than 0.05; hence, Job Training significantly influences Employee Loyalty.
3. The computed t value for the Work Motivation variable is 2.109, above the t table value of 1.990, and the significance value for Work Motivation is 0.038, which is less than 0.05; hence, Work Motivation significantly influences Employee Loyalty.
4. The computed t value for the Job Satisfaction variable is 2.104, which exceeds the t table value of 1.990, and the significance value for Job Satisfaction is 0.039, which is less than 0.05; hence, Job Satisfaction significantly influences Employee Loyalty.

**Simultaneous Test (F Test)**

The F test evaluates the collective impact of independent factors on the dependent variable. Initially, ascertain the Ftable value derived as follows:

$$\begin{aligned}
 F_{table} &= F (k-1 ; nk) \\
 &= F (4-1 ; 83-4) \\
 &= F (3 ; 79) \\
 &= 2.72
 \end{aligned}$$

Then, the Ftable obtained is at alpha of 2.72. The results of the simultaneous test (F test) are as follows:

Table 6. F Test  
ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	289.110	4	72,278	6,572	.000 <sup>b</sup>
Residual	857,853	78	10,998		
Total	1146.964	82			

- a. Dependent Variable: Employee Loyalty
- b. Predictors: (Constant), Job Satisfaction, Job Training, Work Motivation, Democratic Leadership

Source: Processed Results of SPSS Version 24.0

The table above displays the value of 6.572 and the significance level. The value is zero. The F count value is 6.572, exceeding the F table value of 2.72, and the significance value is 0.000, which is less than 0.05. Therefore, Democratic Leadership (X1), Job Training (X2), Work Motivation (X3), and Job Satisfaction (X4) collectively exert a significant influence on Employee Loyalty (Y)

**Test of Determination Coefficient**

Table 7. Determination Coefficient Test

**Model Summary**

Modelo	R Square	Adjusted R Square	Std. Error of the Estimate
1	.502 <sup>a</sup>	.252	.214

- a. Predictors: (Constant), Job Satisfaction, Job Training, Work Motivation, Democratic Leadership

b. Dependent Variable: Employee Loyalty

*Source: Processed Results of SPSS Version 24.0*

Table indicates that the coefficient of determination (Adjusted R-Squared) is 0.214. The result indicates that Democratic Leadership (X1), Job Training (X2), Work Motivation (X3), and Job Satisfaction (X4) may affect Employee Loyalty (Y) by 21.4%. The residual 100% minus 21.4% is 78.6%, which is accounted for by other variables or factors not addressed in this research.

## **DISCUSSION**

### ***The Influence of Democratic Leadership on Employee Loyalty***

From the regression results, The regression coefficient for Democratic Leadership was determined to be 0.213, with a t statistic of 2.017, over the critical threshold of 1.990, and a significance level of 0.047, which is less than the alpha of 0.05. Democratic Leadership has a good and substantial impact on Employee Loyalty. This aligns with research (Zahrah & Fakhri, 2019), Where the regression results obtained the regression coefficient value of Democratic Leadership of (0.330) with partial test results t count (2.308) > t table (2.052) and Sig. (0.029) < alpha (0.05).

### ***The Influence of Job Training on Employee Loyalty***

From the regression results, the regression coefficient value of Job Training was obtained as (0.210) with partial test results of t count (2.841) > t table (1.990) and Sig. (0.006) < alpha (0.05). So, it can be concluded that Job Training positively and significantly influences Employee Loyalty. This is in line with research (Bangun, 2022)". Where the regression results obtained the regression coefficient value of Job Training of (0.157) with partial test results t count (2.363) > t table (2.022) and Sig. (0.023) < alpha (0.05).

### ***The Influence of Work Motivation on Employee Loyalty***

From the regression results, the regression coefficient value of Work Motivation was obtained as (0.207) with partial test results of t count (2.109) > t table (1.990) and Sig. (0.038) < alpha (0.05). So, it can be concluded that Work Motivation positively and significantly influences Employee Loyalty. This is in line with research (Citra, 2019), Where the regression results obtained the regression coefficient value of Work Motivation of (0.395) with partial test results t count (5.867) > t table (1.66) and Sig. (0.000) < alpha (0.05).

### ***The Influence of Job Satisfaction on Employee Loyalty***

The regression analysis yielded a coefficient for Job Satisfaction of 0.175, with a t-statistic of 2.104, over the critical value of 1.990, and a significance level of 0.039, which is less than the alpha of 0.05. Job satisfaction has a favourable and substantial impact on employee loyalty. This aligns with the study conducted by (Larastrini & Adnyani, 2019). The regression analysis yielded a Job Satisfaction coefficient of 0.404, with a t-statistic of 4.238, over the critical value of 1.989, and a significance level of 0.000, which is less than the alpha threshold of 0.05.

### ***The Influence of Democratic Leadership, Job Training, Work Motivation and Job Satisfaction on Employee Loyalty at PT Pabrik Es in Pematang Siantar***

This study uses simultaneous hypothesis testing to see the influence of Democratic Leadership, Job Training, Job Motivation, and Job Satisfaction on Employee Loyalty so that the results obtained are  $F_{count} (6.572) > F_{table} (2.72)$  and significance  $(0.000) < \alpha (0.05)$ . Employee Loyalty is represented by an Adjusted R-Square value of 0.214 (21.4%). The elements are anticipated to be used to enhance Employee Loyalty. Employee loyalty may yield more efficient workers and facilitate the attainment of organisational objectives. This is in line with research (Rahmawati & Asmike, 2022) where the results obtained were  $F_{count} (189.921) > F_{table} (2.72)$  and  $Sig. (0.000) < \alpha (0.05)$ .

### **CONCLUSIONS AND RECOMMENDATIONS**

The conclusions obtained from the results of this study are as follows:

1. The t-test analysis indicates that the Democratic Leadership variable has a t-count of 2.017, which exceeds the t-table value of 1.990, and the significance value for the Democratic Leadership variable is 0.047, which is less than 0.05. It may be partly stated that job training positively and significantly influences employee performance at PT. Ice Factory in Pematang Siantar, hence validating the first hypothesis (H1).
2. The t-test analysis reveals that the Job Training variable has a t-value of 2.841, surpassing the t-table value of 1.990, with a significance value of 0.006, which is below 0.05. Job training has a positive and significant effect on performance
3. The t-test analysis of the motivation variable indicates that work motivation has a positive and substantial impact on employee performance at PT. Pabrik ES in Pematang Siantar, hence validating the third hypothesis (H3).
4. The t-test analysis indicates that the Job Satisfaction variable is 2.109, above the t table value of 1.990, while the significance value for the Work Motivation variable is 0.038, which is less than 0.05. It may be largely inferred that Job Satisfaction positively and significantly influences employee performance at PT. Ice Factory in Pematang Siantar, hence validating the fourth hypothesis (H4).
5. The coefficient of determination, as determined by the test, is 0.214. The adjusted coefficient of determination (Adjusted R Square) is 0.214. This number indicates that Democratic Leadership (X1), Job Training (X2), Work Motivation (X3), and Job Satisfaction (X4) together affect Employee Loyalty (Y) by 21.4%. The remaining 100% minus 21.4% is 78.6%, which is accounted for by additional variables or factors not addressed in this research.

#### ***Recommendations***

- a) The research results show that Leadership Style influences Employee Loyalty. Therefore, Leaders must always be open and happy to receive suggestions, opinions, or even criticism from their employees.
- b) For PT Ice Factory in Pematang Siantar, this work training can increase employee loyalty to working at PT. Ice Factory in Pematang Siantar.

## ADVANCED RESEARCH

Building on the findings of this study, advanced research can further explore the dynamic interplay between leadership style, job training, work motivation, and job satisfaction in influencing not only employee performance but also long-term organizational commitment and loyalty. Future research may employ a longitudinal approach to assess how sustained democratic leadership and continuous training programs impact employee retention and organizational citizenship behavior over time. Additionally, incorporating mediating or moderating variables such as organizational culture, psychological empowerment, or employee engagement could provide deeper insights into the mechanisms that strengthen employee loyalty. Expanding the study across multiple companies or industries would also enhance the generalizability of findings and offer strategic implications for leadership development and human capital management in various organizational contexts.

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