

THE EFFECT OF CHARISMATIC AND TRANSPARENT LEADERSHIP COMMUNICATIONS AND OPENNESS FOR CHANGE MEDIATED BY TRUST IN ORGANIZATIONS (STUDY OF THE MINISTRY OF PPN/BAPPENAS)

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The aim of this study is to examine the effect of charismatic leadership communication and transparent communication in influencing openness to change through the mediating effect of trust in organization. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) to check the fit of the entire model and test causality between constructs. A total of 290 civil servants at the Ministry of National Development Planning/Bappenas participated as research samples. The results of this study reveal that charismatic leadership communication and transparent communication have a positive effect on openness to change, both directly and partially through mediation of trust in the organization. Furthermore, this study is expected to contribute to the organization to encourage the role of good communication carried out by leaders and organizations in a transparent manner to increase employee confidence in the organization, which in turn creates openness to change, especially in the public sector.

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INTRODUCTION

Being in the era of technological disruption, organizations must adapt quickly and deftly so that they can achieve goals more efficiently, effectively, and become more competitive (Lewis, 2019). Understanding the huge role of change is a strategic issue for public sector organisations today. This is because public sector organizations

still often find obstacles to transformation and innovation (OECD, 2018). In this regard, a survey conducted by Mc Kinsey (2019) shows that there are several criteria that can accelerate the transformation of the public sector, namely through the role of leadership and transparent communication. In addition, changes also need to be supported thoroughly by the employees themselves. This support arises if the employee has

confidence in the organization (Yasir et al., 2016). This is also reinforced by research on organizations globally by Deloitte (2021) which shows that employee trust in the organization will emerge through several criteria, including: 1) leadership and 2) inclusiveness (transparency) of communication carried out by the organization through technological support.

If you look at the details about the organization of the public sector within the scope of government in Indonesia, change is one of the top priorities for the current government. Various transformation efforts continue to be carried out by the government through the implementation and strengthening of bureaucratic reform (RB) by all ministries and institutions (K / L) as well as the application of BerAKHLAK work culture for the state civil apparatus (ASN) (Ministry of PAN and RB, 2021). Based on the results of the analysis, the value of the RB K/L index continues to increase from year to year, but the average RB K/L value is still at an average score of 70 and there are only four K/L that have RB values with category A in the 2020-2021 range, namely: the Ministry of Finance, BPK RI, the Ministry of PAN and RB, and the Ministry of National Development Planning/Bappenas. The four K/Ls show that leadership support is one of the keys in the implementation of RB (Ministry Performance Report, 2021). This is even more interesting to relate further because the milestone of RB implementation carried out by the government is bureaucratic simplification. These milestones are carried out, among others, through: 1) simplification of echelonization, 2) digitization of communication, 3) simplification of procedures (RPJMN, 2020). With the simplification of echelonization, there will be agile and innovative organizations, transformation of ASN work culture, changes in communication patterns, and strengthening the role of leaders in realizing organizational goals (Ministry of PAN and RB, 2022). However, strengthening RB still encounters various obstacles and challenges, one of which is the difficulty of changing the mindset of the existing ASN (LAN, 2016).

When referring to the existing theoretical concepts, one of the roles of the leader is to ensure that there is positive change for the organization and ensure that the transformation runs effectively

and efficiently. One of the leaders who encourages change in an organization is a charismatic leader (Hughes et al., 2012). On the other hand, change is also supported by good communication between all elements in an organization (Zainab et al., 2021). Strategic communication theory states that transparent communication is a key factor in internal organizational relations that will increase employees' desire to change (Kim et al., 2021). This is further strengthened by previous research that states that trust is an important component to strengthen the organization and strengthen employee openness to change (Erturk, 2009). Referring to the aforementioned explanation, it can be seen that leadership, transparent communication, and trust are factors that influence openness to change (Yue et al., 2019 & Men et al., 2020). However, there are still gaps in the study of trust in public sector organizations, partly because existing studies still focus on employee responses after the emergence of trust, but have not looked at the causal factors of such trust (Zhang et al., 2013 & Men et al., 2020). So that one of the studies carried out today focuses on these gaps by looking at factors that affect trust in the organization.

Departing from the various phenomena and literature studies mentioned above, this research wants to see further changes arising in the public sector in Indonesia. Specifically, the public sector organizations that are the object of research are government institutions or Ministries/Institutions (Paranoan et al., 2022). The reason underlying the focus of the study is the President's mandate to simplify bureaucracy and strengthen RB (RPJMN 2020-2024) to support changes in work patterns and paradigms that public sector organizations are often considered: 1) working without innovation, 2) thick with a red tape culture that often reduces productivity and delays in decision making (Voet, 2016). More specifically, the choice of objects of the Ministry of National Development Planning/Bappenas is based on several reasons. In 2019, the President in the Plenary Cabinet Session of the 2020-2024 RPJMN gave a mandate to the Ministry of National Development Planning/Bappenas to conduct a clearing house program (CHP). The next reason is the adoption of a new work system through the Integrated Digital Working Space (IDW) scheme. IDW is a direct mandate of the President (Setkab, 2020) and has

been used as a performance management system through: means of work system innovation, disposition and communication of assignments from the leadership, to monitoring and evaluation of performance appraisals (Secretariat of the Ministry of National Development Planning/Main Secretariat of Bappenas, 2022). This shows that there is a strengthening of the role and institutional transformation that is being carried out by the Ministry of National Development Planning/Bappenas in the 2020-2024 range.

On the other hand, the Ministry of National Development Planning/Bappenas has RB evaluation results that continue to increase from year to year but tend to stagnate in 202. In addition, based on the results of the Workload Analysis Report (ABK), employees owned by the Ministry of National Development Planning/Bappenas are only 34.5% compared to the total needs of employees who should be (Ministry of National Development Planning/Bappenas, 2021). This is interesting to see further, considering that the results of research by Mc Kinsey (2019) explain that the role of human resources (HR) in the public sector has an important role for a change. In addition, the role of the leader becomes very important in coordinating, dividing, and delivering assignments to his subordinates in the midst of conditions of limited resources. When attributed to the concept of leadership, the extent to which the role of the leader provides direction and decision-making ability for strategic matters is also important to see (David et al., 2018). This can be realized through a charismatic leadership style, which exerts a direct influence on the organization and its employees through a clear mission, communication, and positive interaction (Ng, 2017 & Guarana et al., 2021).

Because there is still a sentiment of trust studies in public sector organizations, partly because the studies are still focused on employee responses after the emergence of trust, but have not looked at the factors that cause this trust, researchers want to examine together the figure of a charismatic leader characterized by charismatic leader communication patterns and transparent communication will be towards employee openness to change with the effect of trust

mediation. These reasons reinforce the research that the current reviewer intends to make. This research also wants to confirm and develop the results of previous studies, such as those conducted by Eturk (2008), D'Entremont (2016), Yue et al. (2019), and Men et al. (2020) which focus on charismatic leadership, transparent communication, and trust in the organization together influence the desire of employees to change. The research was conducted by adopting and modifying previous research models and integrated through the title "Study of the Influence of Charismatic Leadership Communication and Transparent Communication on Openness to Change with the Mediation Effect of Trust in Organization (Study at the Ministry of National Development Planning/Bappenas)". This research is expected to provide its main benefits to researchers and research object agencies, namely the Ministry of National Development Planning/Bappenas, so that it can be used as one of the basis for recommendations for improvement of research variables carried out by researchers for agencies.

Charismatic Leadership Communication

Leadership is a process of interacting and influencing certain individuals and groups to achieve common goals (Hughes et al., 2012 and Bass, 1985). There are several characters that reflect a leader, namely communicating vision, rhetoric, cultivating trust, and being able to empower his resources well (Hughes et al., 2012). In public sector organizations, leadership is an important key in the achievement of organizational goals (Javidan & Waldman, 2003). One such type of leader is a charismatic leader who is considered a leader who can have a strong vision and emotional attachment so that followers are willing to support change for the future (Conger & Kanungo, 1998; Hughes et al., 2012).

Charismatic leadership communication is a characteristic possessed by charismatic leaders through dimensions: envisioning (communicating about vision), energizing (providing energy), and enabling (having the ability to realize something), to become an important antecedent for the attitudes of members of the organization and behavioral reactions to change (Nadler & Tushman, 1990; Men et al., 2020).

Transparent Communication

Social exchange is the concept that in human relationships there is an influence, a form of economic exchange, and a tendency to give something with what he will receive (Cook & Gerbasi, 2012; West & Turner, 2008) This theory can explain the relationship between leaders and employees, including employees will give a positive reply if the company also treats employees well (Bass, 1985). In addition, information disclosure is considered a form of employee reciprocity for what employees get from the company (Conelly et al., 2012)

Transparent communication can be interpreted as communication that has three important components, namely through dimensions: substantiality or the adequacy of the substance of the information submitted, participation or the existence of two-way communication and feedback, as well as accountability or accountability for the information submitted (Men, 2014 and Yue et al., 2019).

Openness To Change

Openness to change is an employee's response to: individual considerations for change, the search for change in work, the perception that change is aimed at good things in the future, and the perception that change has a positive influence on work results (Yue et al., 2019).

Trust in Organization

Social exchange is the concept that in human relationships there is an influence, a form of economic exchange, and a tendency to give something with what he will receive (Cook & Gerbasi, 2012; West & Turner, 2008) This theory can explain the relationship between leaders and employees, including employees will give a positive reply if the company also treats employees well (Bass, 1985).

Trust in the organization is an attitude of employees trusting the organization through: willingness to accept organizational decisions, trust that the organization takes good care of its employees, trust that the organization considers its employees in decision making, Trust that the organization is reliable, Trust that the organization considers the opinions of its employees, trust that

the organization has the ability to achieve its goals (Yue et al., 2019).

Charismatic Leadership Communication dan Transparent Communication terhadap Openness to Change

Research conducted by Deschamps et al. (2016) shows that leadership is an important aspect and is seen as a significant factor of individual reactions to organizational change. The communication style carried out by charismatic leaders also contributes to employees' positive reactions to change, including openness to change and behavioral support for change (Men et al., 2020). Communication will make it easier for leaders and organizations to understand change and help employees navigate change (Augustsson et al. 2017). Furthermore, in a study conducted by Yue et al. (2019) on 439 employees in the United States, the communication of charismatic leaders characterized by the presence of envisioning, energizing, and enabling characteristics had a positive and significant influence on employee openness to change.

On the other hand, the openness of employees to change is also influenced by organizational communication factors. In a study conducted by Men & Stacks (2014), transparent communication is a characteristic of good internal communication and will ultimately strengthen the relationship between the company and its employees. Furthermore, transparent communication is described through the dimensions of substantiality, participatory, and accountability which describes the existence of two-way communication between the organization and its employees (Balkin, 1999 & Men, 2014). The research conducted by Yue et al. (2019) also reinforced the previously mentioned studies. The results of the study show that transparent communication positively affects the desire of employees to change. Based on the explanation mentioned above, the premise compiled in this study is as follows:

H1 Charismatic Leadership Communication has a positive influence on Openness to Change

H2 Transparent Communication has a positive influence on Openness to Change

Charismatic Leadership Communication and Transparent Communication to Trust in Organization

Ozyilmaz (2010) mentions that trust is the main variable between the relationship between superiors and subordinates. Studies show that employee trust in leaders is the result of charismatic, transformational, and authentic leadership styles (Jiang & Luo, 2018; Kirkpatrick & Locke, 1996). In addition, the study made by Men et al (2020) provides an illustration, namely charismatic leadership styles that are envisioning, energizing, and enabling have a positive influence on trust in organizations.

On the other hand, communication is also considered an antecedent of employee trust in the organization. The study by Men & Bowen (2017) also states that not only positive information, but negative but relevant information also needs to be conveyed to increase trust in the organization. In a study conducted by Yue et al. (2019) in the United States, transparent communication has a positive and significant influence on trust in organizations. Based on the explanation mentioned above, the hypotheses assembled in this study are as follows:
H3 Charismatic Leadership Communication has a positive influence on Trust in Organization

H4 Transparent Communication has a positive influence on Trust in Organization

Trust in Organization and Openness to Change

Trust is considered an important element in the theory of organizational-public relations (Hon & Gruning, 1999). From an internal organizational perspective, employee trust in the organization determines the extent of the level of cooperation, communication, and productive relationships that employees can create to support the achievement of organizational goals (Rawlins, 2008). The results of other studies show that there is a significant influence between trust in leaders in employee openness to organizational change (Erturk, 2008). This is also in line with research made by Yue et al. (2019) in the United States, that when employees trust an organization's ability to make changes, they tend to believe that change is beneficial both and show greater openness to change (Haris, 2019). Based on the explanation

mentioned above, the hypotheses assembled in this study are as follows:

H5 Trust in Organization has a positive influence on Openness to Change

Charismatic Leadership Communication and Transparent Communication to Openness to Change with Trust in Organization Mediation

Trust is a key indicator of social exchange relations (Colquitt et al., 2012). This is because trust is considered a risky attitude by having positive expectations of the other party, especially in horizontal relations (Lewicki et al., 2006). Leadership theory explains how important trust is for its primary employees in supporting a company (Norman et al., 2010 & Bommer et al., 2005). Research made by Men et al. (2020) in the United States also explains that there is a belief in being able to partially mediate the influence between charismatic leadership and openness to change.

On the other hand, trust is a factor that is empirically considered as an emerging result of effective internal communication, employee attitudes and behavior, and the achievement of organizational goals (Shockley-Zalabak & Ellis, 2006). Refers to the research conducted by Yue et al. (2019) in organizations in the United States, trust in organizations is able to mediate the influence between transparent communication and employee openness to change. This is because employees who trust the organization's ability to provide change, employees increasingly believe that the trust is aimed at better things in the future. This will then strengthen the attitude of openness of employees to change. Based on the explanation mentioned above, the hypotheses assembled in this study are as follows:

H6 Trust in Organization mediates the positive influence of Charismatic Leadership Communication on Openness to Change

H7 Trust in Organization mediates the positive influence of Transparent Communication on Openness to Change

METHOD

This research is a descriptive conclusive research, which aims to test hypotheses and examine the relationship between the variables studied. Data obtained by distributing questionnaires online using Google Forms media

to civil servants at the Ministry of National Development Planning /Bappenas who have been for at least 2 years so that they are considered to have known and have sufficient experience related to institutional transformation and the application of IDW, as well as having representation of work units in the Ministry of National Development Planning /Bappenas. The data was then processed using the IBM SPSS 23 and Lisrel 12 applications to perform structural equation modeling (SEM) first order and second order analysis according to the observed variables.

In the questionnaire distributed, there were 35 research questions (indicators) to measure each variable. Nine indicators divided into three dimensions for measuring charismatic leadership communication variables were adapted from the research of Nadler & Tushman (1990) which was later adopted by Men et al. (2020). The next variable is transparent communication, which is 16 indicators divided into three dimensions adopted

from Yue et al. (2019). Next is the openness to change variable which has four indicators adopted from Yue et al. (2019). As a mediation variable, trust in organization has six indicators adopted from Yue et al. (2019). The statement was measured using a Likert Scale of 1-7 to improve the precision of the study (Munshi, 2014). Respondents can answer their own statements by choosing between numbers 1 and 7, where the number 1 indicates "strongly disagree" and the number 7 indicates "strongly agree."

RESULT AND DISCUSSION

After data was collected from 290 respondents who matched the required criteria, researchers conducted a frequency distribution analysis to see the characteristics of the study respondents. The majority of civil servants are aged 21-30 years with a range of S1/D4 education which is summarized in the table below as follows.

Table1. Respondent Profile

Respondent Demographics		Sum	Percentage
Gender	Man	159	54.38
	Woman	131	45.17
Age	21-30	190	65.52
	31-40	69	23.79
	41-50	26	8.97
	> 50	5	1.72
Position	Structural Officers	4	1.38
	Functional Officers	246	84.34
	Coordinator	15	5.17
	Sub Coordinator	13	4.48
	Executive Staff	12	4.14
Final education	D1/D2/D3	23	7.93
	S1/D4	189	65.17
	S2	72	24.83
	S3	6	2.07
Groups	II	27	9.31
	III	232	80
	IV	31	10.69

Furthermore, the researcher conducted a main test using SEM analysis. The first stage of testing is a validity and reliability test to. Based on the results of the study of first order and second order variables, all indicators have a standardized loading factor (SLF) of ≥ 0.5 , have a construct

variable (CR) value of ≥ 0.6 and variance extracted (VE) ≥ 0.6 so that it can be said that all indicators are valid and reliable (Hair et al., 2010).

The second stage after indicators and variables are considered valid and reliable is to conduct a structural model test or goodness of fit

test. Referring to Hair et al. (2018), the feasibility parameter of a model is simply measured using five GoF indices, with the absolute measurement value being RMSEA with a criterion of ≤ 0.08 . Based on the results of tests conducted on first order and second order variables, it can be concluded that the proposed research model is fit because it meets at least five goodness of fit criteria, namely: RMSEA of 0.0172; NFI of 0.082; RFI of 0.925; NNFI of 0.994; and PNFI of 0.781 (Hair et al., 2018).

After confirming that the model is valid and reliable, and has met the goodness of fit, the next

stage is to test the hypothesis of the study. This stage is carried out using the t-values in the Lisrel Application System. The criteria used for t-values in this study showed significant values if the value > 1.645 at a significance level of 5% (Hair et al., 2018). This amount is also seen through the SLF value, that is, the greater the SLF value, the greater the influence of the variable on other intended variables. The test results can be seen in the table below as follows.

Table 2. Influence Hypothesis Test Results

	Path	T-value	Std Coefficient	Std Error	Result
H1	charismatic leadership communication openness to change→	3.07	0.34	0.111	H1 accepted. Significant positives.
H2	transparent communication openness to change→	3.27	0.39	0.118	H1 accepted. Significant positives.
H3	charismatic leadership communication trust in organization→	3.61	0.40	0.111	H1 accepted. Significant positives.
H4	transparent communication trust in organization→	4.87	0.55	0.113	H1 accepted. Significant positives.
H5	trust in organization openness to change→	2.54	0.29	0.116	H1 accepted. Significant positives.

Referring to the aforementioned table, the entire hypothesis is accepted because there are positive and significant influences between the observed variables. First, the relationship between charismatic leadership communication and openness to change produces a t-value above 1.645 which is 3.07 with a standard coefficient value of 0.34, which means that charismatic leadership communication has an influence of 34% on openness to change which is positive and significant. Second, the relationship between transparent communication and openness to change produces a t-value above 1.645, which is 3.27 with a standard coefficient value of 0.39, which means that transparent communication has a 39% influence on openness to change which is positive and significant. Third, the relationship between charismatic leadership communication and trust in organization produces a t-value above 1.645 which is 3.61 with a standard coefficient value of 0.40, which means that charismatic leadership communication has a 40% influence on

trust in organization which is positive and significant. Fourth, the relationship between transparent communication and trust in organization produces a t-value above 1.645, which is 4.87 with a standard coefficient value of 0.55, which means that charismatic leadership communication has a 55% influence on trust in organization which is positive and significant. Fifth, the relationship between trust in organization and openness to change produces a t-value above 1.645 which is 2.57 with a standard coefficient value of 0.29, which means that trust in organization has a 29% influence on openness to change which is positive and significant.

Furthermore, testing of the effect of mediation is carried out through sobel calculations. If the z test value is greater than the t-value of 1.96 at a significance level of 0.05 then there is a mediating effect between the two constructs (Hair et al., 2018). The results of sobel test as a form of mediating effect test are described in the table below as follows.

Table 3. Sobel Test Calculation

Mediation Effects	Test Results					
	a x b	a ²	b ²	SEa ²	SEb ²	With
Trust in organization mediates the influence of charismatic leadership communication on openness to change	0.11658	0.161	0.0841	0.12312	0.0134456	2.05741
Trust in organization mediates the influence of transparent communication on openness to change	0.16008	0.304704	0.0841	0.0127	0.013	2.2254

Information:

- a = Standard coefficient of independent variables against mediation variables
- b = Standard coefficient of mediation variables against dependent variables
- SEa = Error standards of the influence of independent variables on mediation variables
- SEb = Error standards of the influence of mediation variables on dependent variables

Referring to the aforementioned results, the entire hypothesis is accepted because there is a partial mediation effect that strengthens the relationship between independent variables and dependent variables. First, the Z value in the charismatic leadership communication relationship to openness to change is 2,057 greater than 1.96 so that trust in organization edifies the influence between charismatic leadership communication and openness to change . Second, the Z value on the relationship between transparent communication and openness to change is 2,254 greater than 1.96, so this study data supports H7 that trust in organization edits the influence of transparent communication on openness to change.

Discussion

H1 Charismatic Leadership Communication has a positive influence on Openness to Change

The relationship between charismatic leadership communication and openness to change results in a t-value above 1.645 which is 3.07 with a standard coefficient value of 0.34 which indicates that the hypothesis is accepted. This is in accordance with research made by Men et al. (2020) that charismatic leadership communication, which is depicted through envisioning, energizing, and enabling characters has a significant positive

influence on openness to change. In addition, the results of this study also confirm the results of previous studies such as Waldman & Javidan (2009) and Venus et al. (2018) that leaders who communicate a vision will have an influence on the responsiveness of employee change and reduce resistance to change.

H2 Transparent Communication has a positive influence on Openness to Change

The relationship between transparent communication and openness to change results in a t-value above 1.645 which is 3.27 with a standard coefficient value of 0.39 which indicates that the hypothesis is accepted. This is in accordance with research made by Rawlins (2009) and Gers & Trinczek (2008) that transparent communication, which is also judged by participatory, complete and complete information provision is one of the criteria to support openness to change. However, the results of this study have not confirmed the research of Yue et al. (2019) which explains that transparent communication will have a significant effect on openness to change, only if there is an intervention of trust in the organization.

H3 Charismatic Leadership Communication has a positive influence on Trust in Organization

The relationship between charismatic leadership communication and trust in organization results in a t-value above 1.645 which is 3.61 with a standard coefficient value of 0.40, which means that the hypothesis is accepted. This is in accordance with research made by Men et al. (2020) that charismatic leadership communication has a significant positive effect on trust in organizations. Other studies such as Colquitt et al. (2012) also explain that employees who feel cared for and encouraged by their leaders will show positive attitudes, such as trust in the leader and also the organization.

H4 Transparent Communication has a positive influence on Trust in Organization

The relationship between transparent communication and trust in organization results in a t-value above 1.645 which is 4.87 with a standard coefficient value of 0.55, which is hypothetically accepted. This confirms previous research made by Yue et al. (2019) transparent communication has a positive influence on openness and employee support for change in the organization. Other previous studies such as Jiang & Men (2017) also explained that employees' positive perceptions of internal communication will increase their trust relationships with their leaders and organizations.

H5 Trust in Organization has a positive influence on Openness to Change

The relationship between trust in organization and openness to change results in a t-value above 1.645 which is 2.57 with a standard coefficient value of 0.29, which means that the hypothesis is accepted. This is in accordance with the research made. This confirms previous research made by Yue et al. (2019) and Men et al. (2019) that trust has a positive influence on employee openness and support for change in the organization. Other previous studies such as Devos et al. (2007) also explained that trust in management is a major antecedent of positive change attitudes and behaviors by employees.

H6 Trust in Organization mediates the positive influence of Charismatic Leadership Communication on Openness to Change

Based on the results of the sobel test, the Z value in the charismatic leadership communication relationship to openness to change was 2.057 greater than 1.96 so that trust in organization mediated the influence between charismatic leadership communication on openness to change. This confirms previous research by Men et al. (2020) that trust will increase the influence of charismatic leaders' communication on openness to change. Furthermore, leaders who communicate charismatically will generate employee confidence in the leader and his organization, ultimately increasing employees' desire to be open, create, and support change.

H7 Trust in Organization mediates the positive influence of Transparent Communication on Openness to Change

Based on the results of the sobel test, the Z value in the transparent communication relationship to openness to change was 2.254 greater than 1.96 so the hypothesis of trust in organization as a mediation effect was acceptable. This is in accordance with research made by Yue et al. (2019) that trust in organizations mediates the full influence of transparent communication and openness to change. However, in this study, trust is a partial mediation. Furthermore, transparent communication carried out by the organization will generate employee trust in their organization, thus ultimately increasing the willingness of employees to be open, create, and support change.

CONCLUSION

Based on the results of the studies conducted, it can be concluded as follows charismatic leadership communication has a significant positive influence on openness to change. Transparent communication has a significant positive influence on openness to change. Charismatic leadership communication has a significant positive influence on trust in organization. Transparent communication has a significant positive influence on trust in organization. Trust in Organization has a significant positive influence on openness to change. Trust in organization partially mediates the relationship between charismatic leadership communication and transparent communication to openness to change

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