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The Influence Of Effective Leadership On The Transparency Of Employee Education And Training Programs At PT Integritas Perkasa Konstruksi Jakarta

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Abstract

This study examines the influence of effective leadership on the transparency of employee education and training programs at PT Integritas Perkasa Konstruksi Jakarta. Effective leadership is increasingly important in human resource management because leaders play a central role in determining how employee development programs are planned, communicated, implemented, and evaluated. Transparency in education and training programs is essential to ensure that employees receive clear and equitable information regarding training objectives, needs assessment, participant selection, schedules, implementation procedures, resource allocation, evaluation, and expected outcomes. This study is based on the assumption that effective leadership, characterized by clear communication, ethical behavior, fair decision-making, employee motivation, participation, accountability, and commitment to employee development, can strengthen transparency in training management. The study employs a quantitative approach to analyze the relationship between effective leadership as the independent variable and transparency of employee education and training programs as the dependent variable. The findings are expected to demonstrate that effective leadership has a positive influence on training transparency by reducing information asymmetry, strengthening employee trust, promoting fairness, and ensuring that training opportunities are aligned with employee competencies and organizational objectives. The study contributes theoretically by strengthening the understanding

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of the relationship between leadership effectiveness and transparency in human resource development, while practically it provides recommendations for PT Integritas Perkasa Konstruksi Jakarta to improve communication, accountability, fairness, employee participation, and systematic evaluation in managing education and training programs. Ultimately, effective leadership and transparent training management are expected to support employee competency development, organizational trust, accountability, and sustainable organizational performance.

Keywords: Effective Leadership, Leadership Effectiveness, Organizational Transparency, Employee Education, Training Programs, Human Resource Development.

INTRODUCTION

Effective leadership has become an increasingly important factor in organizational management because leaders determine how organizational resources, policies, communication, and human-resource development programs are planned and implemented. In contemporary organizations, leadership is not only concerned with achieving operational and financial targets but also with creating an environment in which employees receive fair access to information, opportunities, and professional development. One important manifestation of effective leadership is transparency in the management of employee education and training programs. Transparency ensures that employees understand the objectives, procedures, selection mechanisms, schedules, evaluation criteria, and expected outcomes of training activities. In this context, effective leadership can contribute to organizational credibility by reducing information asymmetry and encouraging employees to perceive management decisions as fair and accountable. Research on leadership and transparency indicates that leadership practices influence how employees perceive organizational information and decision-making processes, particularly when leaders promote openness, participation, and empowerment (Gierlich-Joas et al., 2020).

Employee education and training constitute essential investments in organizational human capital because they enable employees to improve their knowledge, technical capabilities, behavioral competencies, and adaptability to changing organizational demands. A meta-analysis by Garavan et al. (2021) demonstrated that training is positively associated with organizational performance, with the relationship becoming stronger over time. This finding indicates that training should not be regarded merely as an administrative activity but as a strategic investment that can contribute to sustainable organizational effectiveness. Similarly, Handayani et al. (2020),

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in a study involving employees of PT INKA Multi Solutions, found that training and development strategies significantly influenced employee and organizational performance, while employee performance mediated the relationship between training and organizational performance. Therefore, the effectiveness of training programs depends not only on the availability of training activities but also on how organizational leaders communicate, manage, evaluate, and disclose information concerning those programs.

Leadership plays a particularly important role in determining whether employee development programs are implemented consistently and perceived as valuable by employees. Akdere and Egan (2020) found an important relationship between transformational leadership, employee learning, job satisfaction, and organizational performance, reinforcing the argument that leadership behavior can shape the organizational conditions necessary for employee development. Furthermore, Day et al. (2021) emphasized that organizations invest substantially in leadership training and development, but the value of such investment depends on the design and delivery of development interventions. In practical terms, effective leaders should therefore ensure that employees receive adequate information about why training is conducted, who is eligible to participate, how participants are selected, how training results are evaluated, and how acquired competencies are subsequently utilized in the workplace.

Transparency is also closely connected with ethical leadership because employees are more likely to trust leaders who communicate organizational decisions openly and consistently. Guo (2022) found that ethical leadership was related to perceived organizational transparency and employee job satisfaction, indicating that leadership behavior can influence how employees perceive the openness of organizational practices. Malik et al. (2022) similarly highlighted the importance of employee trust in understanding ethical leadership, particularly in relation to the behavior of middle-level managers. These findings are particularly relevant to employee education and training because decisions regarding training participation may create perceptions of fairness or inequality when the criteria and procedures are unclear. Transparent leadership can reduce such perceptions by providing employees with understandable and consistent information concerning training opportunities.

Effective leadership is also important because training programs require continuous evaluation and follow-up rather than merely the completion of formal training sessions. Lantu et al. (2021), examining a leadership development program in an Indonesian corporate university, found improvements in leadership competencies following training and emphasized the importance of systematic training evaluation. Jacobsen et al. (2022) further demonstrated

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through a large-scale field experiment that leadership training can positively influence leadership behavior across different organizational settings. In addition, Uslu et al. (2022) showed through meta-analytic evidence that characteristics of training programs and training delivery are important for optimizing training effectiveness. These findings suggest that transparency should extend beyond announcing training activities to include transparent evaluation of training outcomes and communication regarding how training contributes to employee and organizational development.

The relationship between leadership and transparency is also relevant to employee participation and organizational learning. Andersson et al. (2021) found that managers use various learning-oriented leadership behaviors to promote employee learning in daily work, demonstrating that leadership can facilitate learning beyond formal training events. Similarly, Nielsen et al. (2022) showed that leadership training can influence differences between leaders' and employees' perceptions of leadership behavior, suggesting that leadership development may contribute to greater alignment between managerial intentions and employee experiences. Consequently, transparent communication can become an important mechanism through which leaders align organizational training policies with employee expectations and perceptions.

Within the construction industry, the importance of employee education and training is particularly significant because employees operate in environments characterized by technical complexity, project-based work, occupational risks, changing regulations, and demanding performance requirements. PT Integritas Perkasa Konstruksi Jakarta therefore requires leadership that is capable of ensuring that employee development programs are planned and implemented systematically while maintaining transparency throughout the process. Transparent training management may include openness regarding training needs assessment, participant selection, training schedules, program objectives, resource allocation, assessment procedures, and post-training evaluation. When employees perceive that such information is accessible and fairly communicated, organizational trust and participation may be strengthened. Conversely, inadequate transparency may create uncertainty, unequal perceptions of opportunity, and doubts regarding the fairness of management decisions.

Despite the growing literature on leadership, training, and organizational performance, the specific relationship between effective leadership and transparency in employee education and training programs remains important to examine within individual organizational contexts, particularly in Indonesian construction companies. Existing studies have demonstrated that leadership influences employee learning, training outcomes, trust, organizational transparency,

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and performance, but these dimensions are frequently examined separately. Therefore, investigating them simultaneously can provide a more comprehensive understanding of how leadership practices shape the transparency of employee development programs. This study consequently focuses on The Influence of Effective Leadership on the Transparency of Employee Education and Training Programs at PT Integritas Perkasa Konstruksi Jakarta. The study is expected to provide empirical insight into how effective leadership contributes to transparent training management and to offer practical implications for strengthening communication, fairness, accountability, employee development, and organizational effectiveness

Effective Leadership

Effective leadership is a fundamental organizational capability that determines how organizational goals are translated into coordinated actions, employee development, and performance improvement. In the context of human resource management, effective leadership does not merely refer to the ability of managers to provide direction but also encompasses the capacity to communicate organizational expectations, motivate employees, facilitate learning, make fair decisions, and create an environment that supports employee participation. Leadership effectiveness can therefore be understood as the extent to which leaders are able to influence employees toward the achievement of organizational objectives while simultaneously maintaining positive relationships, trust, and organizational values. Recent research demonstrates that leadership behavior can be developed through systematic leadership training and that such development can produce measurable changes in leadership behavior across different organizational settings (Jacobsen et al., 2022).

One important theoretical perspective for understanding effective leadership is transformational leadership. Transformational leaders encourage employees to move beyond routine task completion by communicating a clear vision, stimulating intellectual development, providing individualized consideration, and encouraging commitment to organizational objectives. In organizations where employee education and training are important, transformational leadership is particularly relevant because leaders influence employees' willingness to acquire new knowledge and develop new competencies. Leadership training itself may strengthen the ability of leaders to demonstrate transformational and transactional behaviors, although the effectiveness of such training depends on program design and organizational conditions (Jacobsen et al., 2022). Thus, effective leadership should be assessed not only through leaders' formal authority but also through their capacity to develop people and

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improve organizational processes.

Effective leadership is also closely associated with communication. Leaders need to communicate organizational objectives, policies, expectations, and decisions clearly so that employees understand what is required of them and why particular decisions are made. Communication becomes especially important when organizations implement employee education and training programs because employees need information concerning training objectives, eligibility requirements, selection procedures, schedules, assessment mechanisms, and expected outcomes. When leaders communicate these aspects openly, employees can develop a clearer understanding of organizational priorities. Conversely, limited communication can create uncertainty and differences in employee perceptions. Research by Guo (2022) demonstrates that leadership is associated with organizational transparency and employee outcomes, highlighting the importance of communication and information openness in leadership processes.

Another characteristic of effective leadership is ethical conduct. Ethical leaders demonstrate fairness, integrity, responsibility, and consistency in their interactions with employees. Ethical leadership is important because employees evaluate not only the decisions made by leaders but also the procedures used to reach those decisions. Malik et al. (2022) found that employee trust is an important element in the relationship between ethical leadership and employee perceptions of managerial behavior. Similarly, Thiel et al. (2022) emphasized the importance of trust as a mechanism through which ethical leadership influences employees, suggesting that organizational practices that undermine trust can weaken the positive influence of ethical leaders. Therefore, effective leadership in employee training management should involve fair treatment, honest communication, accountability, and consistent application of training policies.

Effective leadership can also be evaluated through its contribution to employee learning and development. Leaders who recognize competency gaps and provide appropriate learning opportunities can help employees adapt to changing work requirements. In this respect, leadership and employee training are mutually reinforcing. Leaders require adequate competencies to manage employees effectively, while employees require capable leaders to guide their professional development. Lantu et al. (2021) demonstrated that a leadership development program in an Indonesian corporate university produced improvements in participants' leadership competencies and emphasized the importance of systematic training evaluation. This finding indicates that effective leadership should include the capacity to evaluate whether education and

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training activities actually produce behavioral and competency improvements.

Leadership effectiveness may therefore be conceptualized through several dimensions, including clear communication, direction and vision, employee motivation, fairness and integrity, decision-making, employee development, and evaluation. These dimensions are relevant to the present research because leaders are responsible for ensuring that employee education and training programs are implemented according to organizational objectives. A leader who communicates openly, applies fair procedures, encourages employee development, and evaluates training outcomes is more likely to create a transparent training environment. Consequently, effective leadership can be theoretically positioned as an important antecedent of transparency in employee education and training programs at PT Integritas Perkasa Konstruksi Jakarta.

Transparency of Employee Education and Training Programs

Organizational transparency refers to the availability, accessibility, clarity, and openness of information concerning organizational decisions, policies, procedures, and activities. Transparency enables organizational members to understand how decisions are made and how resources and opportunities are distributed. In the context of employee education and training, transparency means that employees receive sufficient and understandable information regarding training needs, objectives, participant selection, schedules, funding, implementation, assessment, and follow-up. Transparency is therefore not limited to the disclosure of information but also concerns the quality and usefulness of information provided to employees.

Transparency in employee training is important because training opportunities can influence employees' professional development, career advancement, competence, and perceptions of organizational fairness. When employees understand why particular training programs are conducted and how participants are selected, they are more likely to perceive the organization as fair and accountable. Conversely, when training decisions are unclear or information is distributed selectively, employees may develop perceptions of favoritism or unequal treatment. Guo (2022) specifically identified perceived organizational transparency as an important mechanism associated with ethical leadership and employee job satisfaction. This suggests that organizational transparency can serve as a bridge between leadership practices and positive employee perceptions.

Transparency also requires openness in organizational communication. Information concerning employee training should ideally be communicated through reliable and accessible channels so that employees have similar opportunities to obtain relevant information. Leaders

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and human resource managers need to explain training objectives, eligibility criteria, selection mechanisms, implementation procedures, and evaluation results. Such openness reduces information asymmetry between management and employees. In this regard, transparency is closely related to ethical leadership because leaders who demonstrate integrity and fairness are more likely to establish communication practices based on openness and trust. Malik et al. (2022) found that ethical leadership is closely connected with employees' trust perceptions, reinforcing the importance of ethical managerial behavior in organizational relationships.

A further dimension of transparency concerns fairness in access to education and training opportunities. Organizations should establish objective criteria for identifying training needs and selecting participants. These criteria may include job requirements, competency gaps, performance evaluation, career development needs, certification requirements, and organizational priorities. Transparent selection procedures can reduce uncertainty and help employees understand why some employees participate in particular programs while others do not. Transparency should also involve communicating the expected benefits and outcomes of training. Employees should understand how acquired competencies will contribute to their current responsibilities and future professional development.

Transparency is equally important during the implementation and evaluation stages of training. Training should not be considered complete merely because employees have attended a course or workshop. Organizations need to evaluate whether employees have acquired the expected competencies and whether those competencies are subsequently applied in the workplace. Lantu et al. (2021) demonstrated the importance of systematic evaluation in determining the behavioral outcomes of leadership development programs. Similarly, Garavan et al. (2021), through a meta-analysis of 119 primary studies, found that training is positively related to organizational performance and that the relationship becomes stronger over time. These findings indicate that transparent reporting and evaluation of training outcomes are essential components of effective human resource development.

Training transparency also involves accountability for organizational resources. Education and training programs require financial resources, instructors, facilities, learning materials, employee time, and administrative support. Transparent management requires organizations to demonstrate that these resources are allocated according to legitimate organizational needs and that training activities produce meaningful outcomes. This is particularly relevant in construction companies, where employee competency can affect project quality, productivity, safety, and compliance with technical requirements. Therefore, transparency in training management can

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contribute not only to employee trust but also to organizational accountability and performance.

The effectiveness of training is further influenced by the quality of training design and implementation. Uslu et al. (2022) emphasized through meta-analytic evidence that characteristics of training programs and their delivery are important considerations in optimizing training effectiveness. Leadership also plays a role in ensuring that training programs are aligned with organizational needs. Jacobsen et al. (2022) showed that leadership training can affect leadership behavior, while Garavan et al. (2021) established the broader positive relationship between training and organizational performance. Consequently, transparency should encompass the entire training cycle, beginning with needs identification and planning, continuing through participant selection and implementation, and ending with evaluation, reporting, and follow-up.

Based on the above theoretical discussion, transparency of employee education and training programs can be conceptualized through several dimensions: transparency of training objectives, transparency of training needs assessment, transparency of participant selection, transparency of implementation and scheduling, transparency of resource allocation, transparency of assessment and evaluation, and transparency of training outcomes and follow-up. These dimensions provide an appropriate theoretical basis for examining whether effective leadership influences the transparency of employee education and training programs at PT Integritas Perkasa Konstruksi Jakarta. The theoretical relationship suggests that leaders who communicate clearly, act ethically, make fair decisions, encourage employee development, and conduct systematic evaluation are more likely to establish training programs characterized by openness, accountability, accessibility, and fairness.

DISCUSSION

The Role of Effective Leadership in Enhancing Training Program Transparency

Effective leadership plays a central role in ensuring that employee education and training programs are implemented transparently, systematically, and fairly within an organization. Leadership is not limited to directing employees toward organizational objectives but also involves establishing communication patterns, decision-making processes, and organizational practices that enable employees to understand how policies and development opportunities are determined. In the context of employee education and training, effective leaders are responsible for ensuring that employees receive accurate information about training objectives, eligibility requirements, participant selection, implementation procedures, and evaluation mechanisms. When leaders communicate these aspects clearly, employees can better understand the rationale

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behind training decisions and develop greater confidence in organizational management. Gierlich-Joas et al. (2020) explain that leadership and transparency are increasingly interconnected in modern organizations because information openness influences how employees perceive organizational control and decision-making. Thus, effective leadership provides an important foundation for establishing transparency in employee development programs.

One of the most important characteristics of effective leadership is transparent communication. Leaders who communicate openly provide employees with relevant information regarding organizational priorities and explain the reasons underlying managerial decisions. Communication is particularly important in training programs because employees may have different levels of access to information concerning available development opportunities. Guo (2022) found that perceived organizational transparency is associated with ethical leadership and employee job satisfaction, indicating that leadership communication can contribute to positive employee perceptions of organizational openness. Similarly, Men et al. (2021) emphasize that transparent and symmetrical communication contributes to employee trust and engagement, particularly when organizational information is communicated consistently and authentically. Therefore, leaders at PT Integritas Perkasa Konstruksi Jakarta need to ensure that training-related information is distributed through accessible communication channels and presented in a clear and understandable manner.

Effective leadership also contributes to training transparency through fair and consistent decision-making. Training opportunities can influence employees' competencies, career development, and future opportunities within an organization. Consequently, unclear participant selection procedures can create perceptions of favoritism or inequality. Ethical leaders should establish objective criteria for identifying training needs and selecting employees for particular programs. Malik et al. (2022) demonstrate that ethical leadership is strongly related to employees' trust perceptions, suggesting that fairness and integrity in managerial behavior are important for maintaining positive organizational relationships. In addition, Eva et al. (2021) emphasize that responsible leadership involves consideration of stakeholders and ethical responsibilities when making organizational decisions. These principles indicate that training decisions should be based on organizational needs, competency gaps, employee performance, and professional development rather than personal preferences.

Another important contribution of effective leadership is the alignment of training programs with organizational objectives. Leaders should ensure that employee education and training are based on clearly identified competency requirements and organizational challenges.

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Garavan et al. (2021), through a meta-analysis, found that employee training is positively associated with organizational performance, indicating that training becomes strategically valuable when it contributes to organizational objectives. Effective leaders therefore need to communicate why specific training programs are prioritized and how employees' acquired competencies will contribute to organizational performance. This explanation strengthens transparency because employees can understand the relationship between organizational investment in training and expected outcomes.

Leadership effectiveness is also reflected in leaders' commitment to employee development. Akdere and Egan (2020) explain that transformational leadership can connect employee learning, job satisfaction, and organizational performance. Leaders who encourage continuous learning create an environment in which employees perceive education and training as legitimate organizational priorities rather than merely administrative activities. Lantu et al. (2021) similarly demonstrate that systematic leadership development and evaluation can improve managerial competencies. These findings indicate that leaders should not only approve training programs but also participate in monitoring their implementation and evaluating their outcomes.

Furthermore, effective leaders can strengthen transparency by ensuring accountability throughout the training cycle. Training transparency should encompass needs assessment, planning, participant selection, implementation, evaluation, and follow-up. Uslu et al. (2022) demonstrate that the characteristics and delivery of training programs influence training effectiveness, emphasizing the importance of appropriate program design. Leaders therefore need to ensure that training outcomes are documented and communicated to relevant employees. Jacobsen et al. (2022) further show that leadership development interventions can produce changes in leadership behavior, reinforcing the importance of systematic evaluation.

In addition, transparency is strengthened when leaders create opportunities for employee participation and feedback. Employees should have opportunities to express their training needs, evaluate training implementation, and provide suggestions for future programs. Andersson et al. (2021) demonstrate that learning-oriented leadership can facilitate employee learning within everyday organizational activities, indicating that leadership can create conditions that support continuous employee development. Nielsen et al. (2022) also highlight the importance of alignment between leaders' and employees' perceptions of leadership behavior. Therefore, leaders who listen to employee feedback can reduce information gaps and improve the relevance of training programs.

Overall, effective leadership has a substantial theoretical role in enhancing transparency

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in employee education and training programs. Through open communication, ethical decision-making, fairness, employee participation, strategic alignment, accountability, and systematic evaluation, leaders can create training systems that are more accessible and understandable to employees. At PT Integritas Perkasa Konstruksi Jakarta, effective leadership can therefore be expected to strengthen transparency by ensuring that employees understand the objectives, procedures, selection mechanisms, implementation processes, and outcomes of education and training programs. Transparency ultimately becomes not only an administrative requirement but also an expression of responsible leadership that can strengthen employee trust, organizational accountability, learning, and performance.

Transparency in Employee Education and Training Program Management

Transparency in employee education and training program management is an important element of effective human resource management because it ensures that employees have equal access to relevant information concerning professional development opportunities. Transparency means that organizational information related to training is communicated openly, clearly, accurately, and consistently to employees. In practice, transparency should cover the entire training cycle, including the identification of training needs, determination of objectives, participant selection, scheduling, implementation, resource allocation, evaluation, and follow-up. When these processes are transparent, employees can understand how training decisions are made and how organizational resources are utilized. Guo (2022) explains that perceived organizational transparency is associated with ethical leadership and employee job satisfaction, indicating that openness in organizational practices can strengthen positive employee perceptions and organizational relationships.

Transparency begins with the identification of employee training needs. Organizations need to determine training requirements based on employee competencies, job responsibilities, performance evaluations, technological developments, organizational objectives, and changes in industry requirements. Transparent needs assessment requires employees to understand why particular training programs are considered necessary and what competencies are expected to be developed. Garavan et al. (2021) found through a meta-analysis that employee training has a positive relationship with organizational performance, demonstrating that training becomes more valuable when it is connected to organizational needs and objectives. Therefore, PT Integritas Perkasa Konstruksi Jakarta needs to communicate the rationale for training programs so that employees understand the relationship between training activities, competency development,

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and organizational performance.

Another important dimension is transparency in determining training objectives. Training objectives should be formulated clearly and communicated to participants before the program begins. Employees need to know what knowledge, skills, attitudes, or competencies they are expected to acquire. Clear objectives enable employees to understand the purpose of training and provide a basis for evaluating whether the program has achieved its intended outcomes. Uslu et al. (2022) emphasize that the characteristics and delivery of training programs are important factors in determining training effectiveness. Consequently, transparent training management requires organizations to communicate training objectives and expected outcomes in a manner that is understandable to employees.

Transparency in participant selection is equally important because training opportunities may affect employee career development and professional advancement. Organizations should establish objective and measurable criteria for determining who is eligible to participate in particular training programs. These criteria may include job requirements, competency gaps, performance results, certification requirements, career development plans, and organizational priorities. When selection criteria are unclear, employees may perceive training allocation as unfair or influenced by favoritism. Malik et al. (2022) demonstrate that ethical leadership is closely related to employee trust, emphasizing the importance of fairness and integrity in managerial decision-making. Therefore, transparent participant selection can strengthen employees' confidence that training opportunities are distributed fairly.

Training transparency should also encompass implementation and scheduling. Employees should receive sufficient information regarding training dates, duration, location, instructors, learning methods, attendance requirements, and expected activities. Adequate information allows employees to prepare themselves and manage their work responsibilities effectively. Transparent implementation also requires consistency between what is communicated before training and what actually occurs during the program. Lantu et al. (2021) demonstrate the importance of systematic training evaluation in determining whether leadership development programs produce meaningful improvements in competencies. This suggests that transparency should not stop at program announcements but should continue throughout the implementation process.

Resource allocation represents another important aspect of transparency. Training programs require organizational resources such as financial budgets, facilities, learning materials, instructors, technology, and employee working time. Transparent resource management requires

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organizations to ensure that resources are allocated according to legitimate training needs and organizational priorities. Although employees may not need access to every confidential financial detail, they should understand the general basis for resource allocation and the organizational value expected from training investments. Garavan et al. (2021) indicate that training can contribute to organizational performance, reinforcing the importance of ensuring that training investments are appropriately aligned with organizational objectives.

Transparency also requires openness in training evaluation. Employees should understand how training effectiveness is assessed and what indicators are used to determine whether the program has achieved its objectives. Evaluation may include participant satisfaction, knowledge acquisition, skill development, behavioral changes, and the application of newly acquired competencies in the workplace. Jacobsen et al. (2022) demonstrate that leadership training can influence leadership behavior, showing the importance of evaluating whether training produces changes beyond immediate participation. Transparent evaluation enables employees and management to understand the actual contribution of training programs.

Furthermore, transparency should include communication of training outcomes and follow-up actions. Employees need information regarding what happens after training, including opportunities to apply new competencies, additional development activities, performance monitoring, or subsequent training. Andersson et al. (2021) demonstrate that learning-oriented leadership can support employee learning through everyday work activities, suggesting that organizational learning should extend beyond formal training sessions. Effective follow-up can therefore transform training from a one-time activity into a continuous development process.

Transparency in training management is also closely related to employee participation. Employees should have opportunities to communicate their training needs, provide feedback regarding training implementation, and suggest improvements for future programs. Nielsen et al. (2022) emphasize the importance of alignment between leaders' and employees' perceptions of leadership behavior, indicating that feedback and mutual understanding are important components of leadership development. Employee participation can reduce information gaps between management and employees while also improving the relevance of training programs.

Finally, transparency in employee education and training programs contributes to organizational trust, accountability, and fairness. When employees receive consistent information and understand the procedures governing training opportunities, they are more likely to perceive the organization as responsible and fair. Akdere and Egan (2020) link transformational leadership with employee learning, job satisfaction, and organizational performance, while Gierlich-Joas et

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al. (2020) highlight the growing importance of transparency in organizational leadership. Therefore, transparent training management at PT Integritas Perkasa Konstruksi Jakarta should be understood as a comprehensive process involving information openness, objective decision-making, accountability, employee participation, systematic evaluation, and communication of outcomes. Such transparency can strengthen employee trust while ensuring that education and training programs are aligned with organizational objectives and contribute meaningfully to employee and organizational development.

The Influence of Effective Leadership on the Transparency of Employee Education and Training Programs

Effective leadership is an important factor in creating transparency in employee education and training programs because leaders have authority over organizational policies, resource allocation, communication, employee development, and decision-making processes. Transparency in training programs requires employees to receive clear, accurate, accessible, and timely information about training objectives, eligibility, participant selection, implementation, evaluation, and outcomes. Leaders who demonstrate effective leadership can establish organizational conditions in which such information is communicated consistently and employees are encouraged to participate in the training process. Gierlich-Joas et al. (2020) explain that leadership and transparency are increasingly interconnected because organizational information and decision-making processes influence how employees understand managerial control and organizational practices. Therefore, effective leadership can function as an important organizational mechanism for strengthening transparency in employee development programs.

The influence of effective leadership can initially be observed through communication. Leaders who communicate clearly can reduce information asymmetry between management and employees. In employee education and training programs, communication is required to explain why a particular program is organized, what competencies are expected to be developed, who can participate, and how the program will be evaluated. Guo (2022) found that perceived organizational transparency is associated with ethical leadership and employee job satisfaction, suggesting that openness in organizational communication can contribute to more positive employee perceptions. Men et al. (2021) similarly emphasize that transparent organizational communication can strengthen employee trust and engagement. Consequently, leaders at PT Integritas Perkasa Konstruksi Jakarta who provide clear and consistent training-related information can create greater employee understanding and confidence in the fairness of training

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management.

Effective leadership also influences transparency through fair decision-making. Training opportunities are organizational resources that may affect employee competencies, career opportunities, and professional development. If employees do not understand the basis for participant selection, they may perceive training decisions as subjective or discriminatory. Effective leaders should therefore establish objective criteria based on job requirements, competency gaps, performance evaluations, certification needs, and organizational priorities. Malik et al. (2022) demonstrate that ethical leadership is associated with employee trust, highlighting the importance of integrity and fairness in managerial relationships. Eva et al. (2021) further describe responsible leadership as involving consideration of organizational stakeholders and ethical responsibilities. These perspectives indicate that transparent training decisions require leaders to apply consistent and defensible criteria when allocating development opportunities.

Another mechanism through which effective leadership influences training transparency is the alignment of employee development with organizational objectives. Leaders are responsible for identifying organizational competency requirements and ensuring that training investments support strategic priorities. Garavan et al. (2021) found that training is positively related to organizational performance, demonstrating the strategic importance of employee development. When leaders explain the connection between training programs and organizational goals, employees can understand why certain competencies are prioritized and how their participation contributes to organizational success. This creates greater transparency because training decisions are supported by an identifiable organizational rationale rather than unexplained managerial preferences.

Effective leadership also encourages employee learning and development. Leaders who support continuous learning are more likely to create an organizational culture in which employees are encouraged to participate in education and training activities. Akdere and Egan (2020) demonstrate the relationship between transformational leadership, employee learning, job satisfaction, and organizational performance. This relationship indicates that leadership can influence not only whether training is provided but also how employees perceive learning opportunities within the organization. Lantu et al. (2021) similarly demonstrate that systematic leadership development and evaluation can produce improvements in leadership competencies. Thus, leaders who actively support employee development can strengthen transparency by demonstrating organizational commitment to fair and continuous learning opportunities.

The influence of leadership can also be seen in the accountability mechanisms surrounding

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training programs. Effective leaders should ensure that training activities are properly planned, documented, monitored, and evaluated. Transparency requires information regarding training outcomes to be communicated to relevant stakeholders so that employees understand whether program objectives have been achieved. Uslu et al. (2022) emphasize that training characteristics and delivery methods influence training effectiveness, while Jacobsen et al. (2022) demonstrate that leadership training can influence leadership behavior. These findings suggest that training programs should be accompanied by systematic evaluation rather than being treated simply as completed activities. Leaders who promote accountability can ensure that training outcomes are assessed objectively and communicated appropriately.

Employee participation represents another pathway through which leadership can influence transparency. Effective leaders create opportunities for employees to communicate training needs, provide feedback, and contribute suggestions concerning future development programs. Andersson et al. (2021) show that learning-oriented leadership can support employee learning within everyday work activities. This suggests that leaders can enhance training transparency by establishing two-way communication rather than relying exclusively on top-down information dissemination. Nielsen et al. (2022) further highlight the importance of alignment between leaders' and employees' perceptions of leadership behavior. Employee participation can therefore help leaders identify information gaps and improve the relevance and fairness of training programs.

Effective leadership also influences transparency through ethical behavior and organizational trust. Leaders who demonstrate consistency between their words and actions are more likely to be perceived as credible and trustworthy. Trust is particularly important when employees evaluate decisions regarding access to training and professional development. Malik et al. (2022) emphasize the relationship between ethical leadership and employee trust, while Guo (2022) connects ethical leadership with perceived organizational transparency. These findings support the argument that ethical leadership can provide an important foundation for transparent training management. When employees trust their leaders, they may be more willing to accept organizational decisions and participate actively in development programs.

In the context of PT Integritas Perkasa Konstruksi Jakarta, the influence of effective leadership on training transparency can therefore be understood through several interconnected mechanisms: open communication, fair decision-making, ethical conduct, strategic alignment, employee participation, accountability, and systematic evaluation. Leaders who apply these principles can ensure that employees understand the objectives, procedures, selection criteria,

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implementation processes, and outcomes of education and training programs. Transparency consequently becomes an integral component of effective leadership rather than merely an administrative requirement.

Overall, the theoretical relationship indicates that effective leadership has a positive influence on the transparency of employee education and training programs. Leaders who communicate openly, make fair decisions, support employee learning, allocate resources responsibly, encourage participation, and evaluate training outcomes systematically are more likely to establish transparent training practices. This relationship is particularly important for organizations operating in the construction sector, where employee competencies, safety, technical skills, and professional development directly affect organizational performance. Therefore, examining the influence of effective leadership on training transparency at PT Integritas Perkasa Konstruksi Jakarta can provide important empirical evidence regarding how leadership practices contribute to fairer, more accountable, and more effective employee development.

CONCLUSION

Effective leadership plays a significant role in enhancing the transparency of employee education and training programs at PT Integritas Perkasa Konstruksi Jakarta. Leaders who demonstrate clear communication, ethical behavior, fair decision-making, employee participation, accountability, and commitment to continuous development can create training management processes that are more open, accessible, and understandable to employees. Transparency is reflected in the clear communication of training objectives, needs assessment, participant selection, scheduling, implementation, resource allocation, evaluation, and training outcomes. Effective leadership can reduce information asymmetry, strengthen employee trust, improve perceptions of organizational fairness, and ensure that training opportunities are aligned with employee competencies and organizational objectives. Therefore, the stronger the implementation of effective leadership, the greater the potential for transparent management of employee education and training programs. This relationship emphasizes that transparency should not be viewed merely as an administrative requirement but as an integral component of responsible leadership and strategic human resource management that can support employee development, organizational accountability, and sustainable organizational performance..

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FUTURE DIRECTIONS

Future research on the influence of effective leadership on the transparency of employee education and training programs should expand the scope of investigation by examining additional leadership dimensions, organizational factors, and employee-related variables that may strengthen or weaken this relationship. Future studies could incorporate variables such as organizational culture, employee trust, psychological safety, communication quality, perceived organizational justice, employee engagement, and human resource management practices to provide a more comprehensive explanation of training transparency. Research involving multiple construction companies or organizations from different industries would also improve the generalizability of findings beyond PT Integritas Perkasa Konstruksi Jakarta. In addition, longitudinal research could be conducted to examine changes in leadership effectiveness and training transparency over time, particularly before and after the implementation of leadership development programs. Future researchers may also employ mixed-method or qualitative approaches to explore employees' experiences and perceptions regarding the openness of training selection, implementation, evaluation, and follow-up processes. From a practical perspective, organizations should strengthen leadership development programs that emphasize transparent communication, ethical decision-making, fairness, accountability, employee participation, and data-driven evaluation of training outcomes. The integration of digital human resource management systems may further improve access to training information, documentation, monitoring, and reporting. By combining effective leadership with transparent and technology-supported training management, organizations can create more equitable learning opportunities, strengthen employee trust, improve competency development, and support long-term organizational performance..

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