

## The Influence of Leadership Openness on Work Motivation at BPVP Bandung Barat

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### Abstrak

Leadership openness is a crucial factor in employee work motivation. This study examines the impact of leadership openness on the work motivation of employees at the Vocational Training and Productivity Center (BPVP) in Bandung Barat. Utilizing a quantitative approach through a questionnaire survey, the data were analyzed using simple regression tests. The findings indicate that leadership openness has a positive and significant effect on employee work motivation. Enhancements in communication openness, transparency, and opportunities for expressing opinions contribute to increased work motivation. Open leadership practices effectively enhance organizational performance and productivity, particularly within vocational training institutions.

### Keywords:

Leadership Openness;  
Employee Motivation;  
BPVP Bandung Barat

## 1. Introduction

Openness in leadership is increasingly recognized as a crucial element in improving employee motivation, especially in public sector organizations and vocational training institutions. This concept includes transparent communication, acceptance of feedback, employee involvement in decision-making processes, and the development of mutual trust. Research shows that such open leadership practices create a psychologically safe environment, empower employees, and directly support the motivation process.

Studies show that open communication has a significant correlation with employee motivation, with findings showing a strong positive relationship ( $r = 0.893$ ) between openness and motivation (Washil & Noviar, 2025). An employee-focused leadership style, characterized by support and involvement, is associated with higher levels of motivation and improved organizational performance (Sokolić et al., 2024). Open leadership creates a safe environment where employees feel valued, which is essential for motivation and engagement (Larroza et al., 2024).

Inadequate organizational structures and communication channels can hinder effective open communication, negatively impacting motivation (Larroza et al., 2024). Anxiety can mediate the relationship between leadership openness and employees' willingness to accept change, indicating that leaders must also address emotional factors. Although leadership openness is essential for fostering motivation, it is important to recognize that barriers such as organizational structure and employee anxiety can reduce its effectiveness. Overcoming these challenges is essential to maximize the benefits of open leadership practices.

Recent studies emphasize the importance of transparent and participatory leadership in increasing employee motivation and engagement. Research shows that this type of leadership style not only fosters intrinsic and extrinsic motivation but also serves as a strategic mechanism for improving overall employee performance. The following section will elaborate on these findings. Andriansyah and Musnadi (2021) reveal that participatory leadership significantly increases intrinsic and extrinsic motivation in public organizations, which leads to improved employee performance (Andriansyah et al., 2021). This leadership style encourages employee engagement, which in turn increases their

commitment and satisfaction. Kusnianto (2022) emphasizes that transparent communication strengthens employee confirmation and performance effectiveness, making it a fundamental leadership competency.

Transparent communication creates an environment of trust and accountability, which is essential for employee engagement and performance. Studies show that participatory leadership and transparent communication have a positive correlation with employee performance, indicating that these elements are crucial for organizational success (Hadziahmetovic & Salihovic, 2022). Improved communication and leadership styles result in higher levels of employee engagement, which in turn improves service quality and organizational outcomes. Although the benefits of transparent and participatory leadership have been well documented, some argue that this approach may not be universally applicable in all organizational contexts, particularly in more hierarchical or traditional settings where such openness may face resistance.

Openness in leadership, when aligned with Self-Determination Theory, can significantly increase employee motivation by fulfilling psychological needs for autonomy, competence, and relatedness. Leaders who transparently share information, encourage dialogue, and provide constructive feedback create an environment that supports these needs, which in turn leads to increased job satisfaction and commitment to the organization. This approach is supported by empirical evidence showing that such leadership behaviors result in higher-quality motivation and better performance outcomes. Furthermore, openness in leadership is strongly related to the quality of leader-member exchange, which enhances trust and mutual understanding, which is especially important during times of uncertainty or change within an organization.

Self-Determination Theory leadership argues that fulfilling the needs for autonomy, competence, and relatedness is key to optimal motivation and functioning (Gagné & Vansteenkiste, 2013). Leadership styles that support these needs, such as transformational leadership, have been shown to increase job satisfaction, self-efficacy, and commitment (Kovjanic, 2013). Open leadership practices, such as transparent communication and feedback, align with SDT by promoting autonomy and competence (Tuin et al., 2022). Empirical research shows that such practices can increase employee engagement and reduce absenteeism, contributing to better business performance (Tuin et al., 2022).

The influence of openness in leadership on employee work motivation, especially in the context of public vocational training institutions in Indonesia, has not been widely studied. Existing research generally emphasizes leadership styles and their impact on motivation and performance in various types of organizations. For example, several studies have shown that leadership style has a significant influence on employee motivation and performance in both the public and private sectors, but often these studies do not specifically address leadership openness or its direct impact on motivation (Irul, 2022; Nurfiyanti et al., 2023; Salma et al., 2025). This gap indicates the need for empirical research to confirm the role of leadership openness in increasing employee motivation in public vocational education environments. Leadership style has been proven to have a significant influence on employee motivation. For example, a study at the Boyolali District BPN Office found a positive and significant influence of leadership on work motivation (Nurfiyanti et al., 2023).

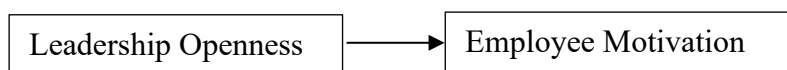
Research conducted at the General Bureau of the Presidential Secretariat showed that leadership style significantly affects work motivation, which in turn impacts employee performance (Irul, 2022). In the context of Roti Yu Bandung, a democratic leadership style was found to create a positive work environment and increase employee motivation, indicating that participatory leadership practices can be beneficial (Salma et al., 2025). However, research at the Center for Aerodynamics Technology and PT XXX shows that although leadership style affects performance, work motivation itself does not significantly affect performance, indicating that there are other factors that can mediate this relationship (Karlina & Herni, 2022; Malida & Nurhayati, 2024). Implications for Public Vocational Training Institutions

Although previous studies acknowledge the importance of leadership in improving employee motivation, most literature discusses it in general terms such as transformational, participatory, or authentic leadership. Leadership openness as a main independent construct has not been explored in depth, so understanding of the influence of transparency, two-way communication, and employee engagement on work motivation is still limited. This gap is even more significant in the context of public vocational training institutions, such as the Vocational and Productivity Training Center, which demands accountability, transparency, and employee participation. Empirical validation of the

relationship between leadership openness and work motivation at BPVP Bandung Barat is still minimal, although preliminary findings show positive potential. The existing literature also tends to focus on leadership outcomes such as performance, job satisfaction, or employee engagement, while studies that directly measure the influence of leadership openness on work motivation are still rare. Therefore, more focused empirical research is needed to provide contextual evidence regarding the strategic role of leadership openness in public vocational training institutions.

This study introduces several innovations: First, it clearly positions leadership openness as the main variable, emphasizing the importance of transparency, participatory practices, and two-way communication to provide greater conceptual clarity. Second, this study presents empirical evidence from a public vocational training institution, BPVP Bandung Barat, which is a relatively rarely studied context, thereby expanding the literature on leadership and work motivation in the Indonesian public vocational sector. Third, this study quantitatively tests and confirms the direct influence of leadership openness on employee work motivation, which reinforces theoretical findings and provides an empirical basis for the development of more transparent and participatory leadership strategies. Overall, the innovation of this research lies in the integration of the concepts of leadership openness, work motivation, and the context of public vocational training institutions, which contributes theoretically and practically to human resource management in the public sector.

Based on this background, this study aims to analyze the influence of leadership openness on work motivation at BPVP Bandung Barat. The results of this research are expected to contribute to strengthening human resource management in vocational training institutions and serve as a basis for improving the quality of participatory and transparent leadership.



**Figure 1: Conceptual Framework**

Description:

**H1:** Leadership openness has a positive partial effect on employee motivation at BPVP Bandung Barat.

## 2. Method

This research uses a quantitative method with Simple Random Sampling to select a representative sample from 189 employees of BPVP Bandung Barat. The sample size was determined using Slovin's formula with a 5% margin of error, resulting in a sample of 128 employees. Using a 5% margin of error allows the researcher to still obtain a representative sample (Majdina, 2024). Data collection is done thru interviews, questionnaires, observations, or a combination thereof. Data analysis was performed using IBM SPSS Statistics, assuming a sample size of  $n=128$  and an alpha level of 5% (0.05). To test the significance of validity, the calculated R value is compared to the table R value. Reliability testing was conducted using the Cronbach's Alpha method. The data analysis process includes Multiple Linear Regression Analysis to evaluate the influence of Leadership Openness (X1) on Employee Motivation (Y) (Fadkhurosi, 2023). Hypothesis testing is conducted using the T-test (partial), F-test (simultaneous), and Coefficient of Determination models.

This research aims to analyze the influence of leadership openness on employee work motivation at BPVP Bandung Barat. Using a quantitative approach with explanatory research, this study involved 131 respondents selected thru simple random sampling from a total of 189 employees. Data was collected thru a Likert scale questionnaire (1-5) to measure the variables of leadership openness (X) and employee work motivation (Y). The results of the descriptive analysis showed that leadership openness was rated high (mean = 4.33, SD =  $\pm 0.69$ ), indicating a positive perception of leadership communication and decision-making by employees, although a small portion of respondents felt that openness was not yet optimal. Employee work motivation is also considered high (mean = 4.36, SD =  $\pm 0.67$ ), reflecting good overall work morale, although there are indications of decreased motivation in a small percentage of employees. Overall, work motivation at BPVP Bandung Barat is high, but efforts are needed to ensure all employees are motivated.

**Table 1**  
**Descriptive Variables**

Variabel	N	Min	Max	Mean	Median	Modus	SD
Leadership Openness X	131	1	5	4,33	4	5	0,69
Employee Motivation Y	131	1	5	4,36	4	5	0,67

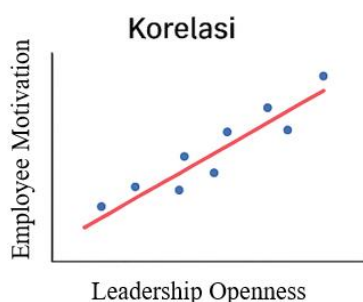
Source: (Processed primary questionnaire data, 2025)

Before conducting correlation and regression analysis, the validity and reliability of the instrument were tested. The results of the Pearson validity test show that all questionnaire items are valid (calculated  $r > \text{table } r$  0.171 at  $\alpha = 0.05$ ,  $n = 131$ ). The reliability test using Cronbach's Alpha showed a value of 0.87 for variable X and 0.89 for variable Y, indicating that the instrument can be considered highly reliable and consistent. Classical assumption analysis shows that the data is normally distributed (Kolmogorov-Smirnov test, Sig.  $> 0.05$ ), there is no multicollinearity (because there is only one independent variable), and no heteroskedasticity symptoms were found. There is a positive, strong, and significant relationship between leadership openness and work motivation. The Pearson correlation shows an  $r$  value of 0.713 and a  $p$ -value of 0.000, indicating that the higher the openness of the leadership, the higher the work motivation of the employees.

**Table 2**  
**Pearson Correlation**

Variable X	Variable Y	$r$	Sig.
Leadership Openness	Employee Motivation	0,713	0,000

Source: (Processed primary questionnaire data, 2025)



**Figure 2 Grafik Korelasi (scatter plot)**

**Table 3**  
**Simple Linear Regression Analysis**

Parameter	Value
Konstanta (a)	1,25
Koefisien (b)	0,71
$R^2$ (Determinasi)	0,508

Source: (Processed primary questionnaire data, 2025)

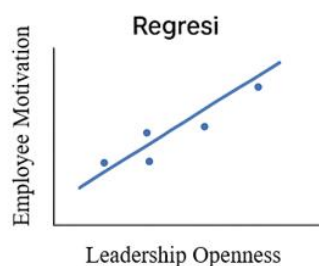
$$\text{regression equation; } Y = 1.25 + 0.71X$$

For every 1-point increase in leadership openness score, there is a 0.71-point increase in work motivation. Leadership openness explains 50.8% of the variation in work motivation, with other factors also having an influence. The regression equation  $Y = 1.25 + 0.71X$  indicates that work motivation remains at 1.25 even when leadership openness is 0, and every 1-point increase in leadership openness increases work motivation by 0.71 points. The  $R^2$  value of 0.508 indicates that 50.8% of the variation in work motivation is explained by leadership openness, while 49.2% is influenced by other factors such as salary, work environment, recognition, and work facilities.

**Table 4 *t*-Test Hypothesis**

Statistic	Value
T	12.54
t table ( $\alpha=0.05$ )	1.978
Sig. (p-value)	0.000

Sumber : (Data Primer kuisioner yang di olah, 2025)



**Figure 3 *Regression***

The results of the hypothesis test indicate that leadership openness significantly affects employee work motivation at BPVP Bandung Barat ( $t = 12.54$ ,  $df = 129$ ,  $p = 0.000$ ). Leadership openness (Mean = 4.33) and employee work motivation (Mean = 4.36) are considered high. There is a positive and strong relationship between leadership openness and work motivation ( $r = 0.713$ ;  $p = 0.000$ ). For every one-point increase in leadership openness score, work motivation increases by 0.71 points, contributing 50.8%.

### 3. Results and Discussion

#### 3.1 Results

The research instrument is valid because each statement item has a correlation coefficient (calculated R) that is significantly greater than the table R value, indicating success in measuring the intended construct. The instrument is also reliable because each variable has a Cronbach's Alpha value above 0.70, which signifies the consistency and reliability of the measurement tool. The research results indicate that leadership openness significantly influences employee work motivation at BPVP Bandung Barat. Descriptive analysis shows that leadership openness (Mean = 4.33) and work motivation (Mean = 4.36) are in the high category, indicating that most employees perceive their leaders as open, which has a positive impact on work motivation. Nevertheless, there is still room for improvement as a small percentage of respondents gave low scores. Pearson correlation analysis shows a strong and significant positive relationship between leadership openness and work motivation ( $r = 0.713$ ,  $p\text{-value} = 0.000$ ). This finding aligns with transformational and participative leadership theories, which emphasize the importance of leader openness in increasing employee work motivation.

#### 3.2 Discussion

Simple linear regression analysis yielded the equation  $Y = 1.25 + 0.71X$ , indicating that for every 1-point increase in leadership openness, work motivation increases by 0.71 points. The coefficient of determination ( $R^2$ ) of 0.508 indicates that 50.8% of the variation in work motivation is explained by leadership openness, while the remaining variation is influenced by other factors such as recognition, compensation, and work environment. The t-test shows a significant influence of leadership openness on work motivation ( $t = 12.54 > t\text{-table} = 1.978$ ;  $p = 0.000$ ). The implication is that the leadership of BPVP Bandung Barat can optimize work motivation by increasing information openness, strengthening feedback, and combining it with other supporting factors. This will boost employee motivation and improve organizational performance. This research confirms the important role of leadership openness in building work motivation, aligning with previous studies that show transparent leadership increases loyalty, job satisfaction, and productivity. Therefore, leaders should continue to develop openness and effective communication to create a positive work culture.

### 4. Conclusion



Research at BPVP Bandung Barat shows that both leadership openness (Mean = 4.33) and employee work motivation (Mean = 4.36) are high and positively, strongly, and significantly correlated ( $r = 0.713$ ;  $p = 0.000$ ). Regression analysis reveals that leadership openness significantly influences work motivation, contributing 50.8% of the variance ( $Y = 1.25 + 0.71X$ ; calculated  $t$ -value  $12.54 >$  table  $t$ -value  $1.978$ ). Therefore, it is recommended that the leadership of BPVP Bandung Barat continue to improve information transparency and two-way feedback, and combine this with a fair reward system, career development opportunities, and a conducive work environment to optimize organizational motivation and performance. Leadership openness has proven to play a significant role in increasing employee work motivation.

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