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Ethical Leadership, Transparent Decision-Making, and Organizational Trust : The Mediation Role of Communication Openness in Electronic Companies Bekasi

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Abstract

This study examines the influence of Ethical Leadership and Transparent Decision-Making Processes on Organizational Trust, with Communication Openness as a mediating variable, in electronics companies in the Bekasi Regency industrial area. In the competitive era of globalization, Organizational Trust is a key element of corporate success. This research is based on the phenomenon of low employee trust in companies, even though the electronics sector shows high potential in the economy. Data was collected through questionnaires distributed to 198 employees who had worked for at least one year. Data analysis was carried out using the Partial Least Squares (PLS) method using SmartPLS. The results of the study show that Ethical Leadership has a significant positive effect on Organizational Trust. Ethical leaders are able to create a work environment that supports trust, especially among young employees with high levels of education. In addition, Transparent Decision-Making Processes have also been shown to contribute positively to Organizational Trust, with transparency in decision-making increasing procedural fairness and two-way communication. Communication Openness functions as a mediator that strengthens the relationship between the two independent variables and Organizational Trust. This research provides important insights for leaders and policy makers in the electronics sector to increase organizational trust, which in turn can drive innovation and productivity. These findings also enrich the literature on the dynamics of ethical leadership and transparency in a corporate context, and emphasize the importance of open communication in building trust in a dynamic work environment.

Keywords: Ethical Leadership, Transparent Decision-Making Process, Organizational Trust, Communication Openness, Electronic

Introduction

The era of increasingly competitive and dynamic business globalization has positioned Organizational Trust as one of the key factors determining the success and sustainability of a company. Organizational Trust can be defined as the collective belief of organizational members in the integrity, benevolence, and capabilities of their organization. According to research conducted by Fulmer and Gelfand (2012), Organizational Trust has a significant positive impact



on various organizational outcomes, including employee performance, organizational behavior, and leadership effectiveness. This study confirms that trust is an important foundation in building strong relationships between employees, management, and other stakeholders, which in turn contributes to a company's competitive advantage.

Organizational trust is not an easy task, especially amidst increasingly complex global challenges and rapidly changing business environments. Searle et al., (2011), in their research published in the International Journal of Human Resource Management, identified various factors that can influence the formation and maintenance of organizational trust, including human resource management practices, organizational culture, and leadership behavior. They emphasized that organizations need to adopt a systematic and sustainable approach in building trust, given its fragile nature and can easily be eroded by inconsistent actions or negative events. It is important for companies to actively manage and prioritize the development of Organizational Trust as an integral part of their business strategy to face the ever-changing dynamics of the global market.

A global phenomenon shows that employee trust in companies remains crucial. The Edelman Trust Barometer (2023) report shows that only 62 percent of employees trust the businesses they work for. While this figure is slightly higher, at 69%, in the technology and electronics sector, there is still room for improvement. Survey conducted by Korn Ferry (2022) found that only 58% of Indonesian workers were satisfied with their transparency and Organizational Trust. These figures show how important it is to improve Organizational Trust, especially in the electronics sector, which has a strategic role in the economy.

Recent research by Jiang et al., (2018) revealed that employee trust has a significant impact on organizational performance and employee engagement. Their study shows that building trust through transparent and ethical internal communication can increase employee commitment, reduce turnover, and improve productivity. These findings reinforce the importance for companies, particularly in the technology and electronics sectors, to prioritize strategies that enhance employee trust as an integral part of their human resource management.

Electronic companies in today's digital era face complex challenges in building and maintaining Organizational Trust. Major issues include concerns regarding data privacy and information security, given the increasing cases of hacking and data leaks (Pirson et al., 2017). Rapid technological change often forces companies to restructure or change business strategies, which can create uncertainty and erode employee trust if not managed well (Mishra et al., 2014). Companies also face challenges in building trust with external stakeholders, particularly regarding issues of environmental sustainability, the ethics of artificial intelligence development, and social responsibility (J. Kang & Hustvedt, 2014). Research problems that arise include how to build trust amidst rapid technological change, effective communication and leadership strategies during periods of organizational change, and how to balance the demands of innovation with the need to maintain consumer and employee trust.

The relationship between ethical leadership and organizational trust has been the focus of numerous studies across various organizational and cultural contexts. A study conducted by



Brown et al. (2005) on employees of Fortune 500 companies in the United States found that ethical leadership had a significant positive influence on organizational trust. This research shows that leaders who prioritize ethics in their behavior and decision-making tend to build a more trustworthy work environment. In line with these findings, Lu, (2014) in his research on the hotel industry in Taiwan also confirmed a significant positive relationship between Ethical Leadership and Organizational Trust. Ethical Leadership not only increases employee trust in the organization directly, but also strengthens the relationship between perceived organizational support and Organizational Trust.

Research on ethical leadership and organizational trust does not always produce consistent findings. A study conducted by Elsetouhi et al., (2018) in the Egyptian public sector revealed that ethical leadership did not have a significant direct influence on organizational trust. This study found that the relationship between ethical leadership and organizational trust was fully mediated by organizational justice. This finding suggests that in certain contexts, the influence of ethical leadership on organizational trust may not be direct, but rather depends on other intermediary factors. These differences in results may be due to variations in cultural context, type of organization, or other situational factors that influence the dynamics of leadership and trust within an organization.

Transparent Decision-Making Processes have a significant influence on Organizational Trust through two main aspects. First, transparent decision-making processes increase perceptions of procedural fairness among organizational members. When employees understand how and why decisions are made, they are more likely to view the process as fair, which in turn increases their trust in the organization (Rawlins, 2009). Second, transparency in decision-making processes encourages two-way communication between management and employees. This creates an environment where employees feel valued and heard, which directly contributes to increased organizational trust. (Jiang & Men, 2017).

It is important to note that in some contexts, Transparent Decision-Making Processes may not have a significant impact on Organizational Trust. Research by Schnackenberg and Tomlinson (Schnackenberg & Tomlinson, 2016) suggests that in situations where decisions are highly complex or involve highly technical information, transparency may not automatically lead to increased trust. This may be because employees may lack the expertise or knowledge necessary to fully understand the decision-making process, thus diminishing the positive impact of transparency.

Previous research on the relationship between ethical leadership and organizational trust has shown mixed results. While many studies confirm a positive influence, as reported by Brown et al. (2005) and Lu (2014), several other studies have found inconsistent results. For example, Elsetouhi et al., (2018) revealed that ethical leadership does not have a significant direct influence on organizational trust in the context of the Egyptian public sector. This inconsistency suggests the possibility of a mediating variable playing a significant role in this relationship. Communication Openness can be a potential mediating variable, given its role in facilitating transparency and building trust. Jiang & Men (2017) emphasized that communication openness

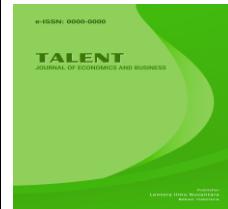


and transparency contribute significantly to the formation of employee trust in the organization. Demirtas (2015) also emphasized that Ethical Leadership encourages the creation of an open communication climate, which in turn can increase Organizational Trust.

Similar to Ethical Leadership, the relationship between Transparent Decision-Making Processes and Organizational Trust also requires further investigation by considering the mediating role of Communication Openness. Rawlins, (2009) and Jiang & Men, (2017) emphasize the importance of transparency in increasing Organizational Trust, Schnackenberg & Tomlinson, (2016) show that in certain situations, transparency does not always directly lead to increased trust. The role of Communication Openness as a potential mediator in this relationship is supported by research by Men & Stacks, (2014), who found that communication openness plays a crucial role in translating transparency practices into Organizational Trust. In addition, Kang & Sung (2017) emphasized that two-way symmetrical communication, which is an important aspect of Communication Openness, can strengthen the positive effect of Transparent Decision-Making Processes on Organizational Trust. By considering Communication Openness as a mediating variable for both relationships, this study aims to provide a more comprehensive understanding of the mechanism of Organizational Trust formation in the context of e-firms. Thus, this study not only confirms previous results, but also fills the literature gap by offering a new conceptual framework that links Ethical Leadership, Transparent Decision-Making Processes, Communication Openness, and Organizational Trust simultaneously in the Indonesian electronics industry setting.

Ethical leadership has a significant impact on organizational trust through the mediating role of communication openness. According to a study conducted by Men et al., (2020), leaders who demonstrate ethical behavior tend to foster a more open communication climate within the organization, which in turn increases employee trust in the organization. Ethical leaders create an environment where employees feel safe to express their opinions and concerns, which contributes to increased transparency and openness in communication. In line with these findings, research by Kang et al., (2017) revealed that Ethical Leadership not only facilitates effective two-way communication between leaders and employees, but also builds a strong foundation for Organizational Trust. When employees feel that they can communicate openly with their leaders and that their input is valued, they tend to develop a higher level of trust in the organization as a whole.

Transparent decision-making processes also play a crucial role in building organizational trust through communication openness. According to research by Schnackenberg and Tomlinson (2016), transparent decision-making processes encourage a more open work environment, where information flows freely and employees feel involved in organizational processes. This open communication acts as a key mediator in increasing employee trust in the organization. In line with these findings, a study by Jiang & Men (2017) Research shows that transparent decision-making processes not only improve the quality of internal communication but also strengthen employees' perceptions of the organization's integrity. When employees understand the rationale behind important decisions and feel their voices are heard through open communication



channels, they tend to develop higher levels of trust in the organization, which in turn can increase their commitment and performance.

The selection of industrial areas in Bekasi Regency as research objects, with a focus on the electronics sector, is based on strategic considerations that reflect the dynamics of regional economic development. Bekasi Regency has established its position as one of Indonesia's leading manufacturing centers, making a substantial contribution to West Java's gross regional domestic product (GRDP). The electronics sector, as an integral component of the region's industrial ecosystem, presents a unique perspective for analyzing innovation trends, operational efficiency, and global competitiveness. According to research conducted by Fatimah et al., (2020), industrial areas in Bekasi have significant potential in driving sustainable economic growth through increased productivity and adoption of cutting-edge technology. The study emphasizes the importance of collaboration between the government, private sector, and educational institutions in optimizing industrial potential in the region. By focusing on electronics companies in Bekasi Regency, it is hoped that in-depth insights can be obtained regarding the factors that influence industrial competitiveness, adaptation strategies to global market dynamics, and the socio-economic implications of the development of this sector for local and regional communities.

This research offers several significant new aspects in the context of the electronics industry in Indonesia, particularly in Bekasi Regency. First, this study combines green theory with middle theory in the context of electronics companies, an approach that has not been widely explored before. This integration allows for a more comprehensive analysis of how ethical leadership practices and transparent decision-making can impact organizational trust, taking into account the increasingly important environmental sustainability aspect in the electronics industry. This study proposes the mediating role of communication openness in the relationship between ethical leadership, transparent decision-making processes, and organizational trust. Although previous studies have explored the direct relationship between these variables, the mediating role of communication openness in the specific context of the electronics industry in a developing country like Indonesia is an important new contribution. This helps fill the gap in the literature on how internal communication dynamics can influence the effectiveness of ethical leadership and transparency in building organizational trust. (Jiang & Men, 2017; Men et al., 2020)

Research on the electronics sector in Bekasi Regency provides a unique perspective on how these factors interact in the context of a high-tech industry in a rapidly growing industrial region. This provides valuable insights into the challenges and opportunities in building Organizational Trust amidst digital transformation and global competitive pressures faced by electronics companies in Indonesia (Fatimah et al., 2020). This study integrates the concept of environmental sustainability into the analysis of Organizational Trust in the electronics industry, reflecting the global trend towards more environmentally responsible business practices. This approach provides a new perspective on how electronics companies can build trust not only through internal practices but also through their commitment to environmental sustainability, an aspect that is increasingly important to stakeholders in this era (J. Kang & Hustvedt, 2014).



This study aims to analyze the influence of Ethical Leadership and Transparent Decision-Making Processes on Organizational Trust in the context of electronic companies, by considering the mediating role of Communication Openness. In an era of rapid globalization and digital transformation, the electronics industry faces unique challenges in building and maintaining Organizational Trust amidst rapid technological change and increasing sustainability demands. Ethical Leadership and Transparent Decision-Making Processes have been identified as key factors in enhancing Organizational Trust, but the mediating role of Communication Openness in this relationship, especially in the e-sector, remains largely unexplored. A study by Men et al. (2020) suggests that communication openness can be a crucial bridge between leadership practices and organizational outcomes, including trust. However, research has not specifically examined these dynamics in the context of the electronics industry, which has unique characteristics such as rapid innovation cycles and critical sustainability issues. Therefore, this study aims to fill this gap by investigating how ethical leadership and transparent decision-making processes, mediated by communication openness, can influence organizational trust in electronics companies. A deeper understanding of this relationship is expected to provide valuable insights for leaders and policymakers in the electronics industry to improve organizational trust, which in turn can drive innovation, productivity, and long-term sustainability.

Methods

This quantitative study aims to analyze the relationship between Ethical Leadership, Transparent Decision-Making Processes, Communication Openness, and Organizational Trust among employees of an electronics company in the industrial area of Bekasi Regency. The population in this study were employees who had worked for at least one year, with a sample size of 198 respondents determined using the formula (Hair et al., 2019) (5–10 times the number of indicators). The sampling technique used purposive sampling as part of non-probability sampling, while the research instrument was a questionnaire with a Likert scale compiled based on the indicators of each variable: Ethical Leadership Brown et al., (2005), Transparent Decision-Making Processes Grimmelikhuijsen & Welch (2012), Communication Openness Rogers, (1987), and Organizational Trust Mayer & Davis, (1999). The selection of the Bekasi electronics sector as the research locus is not only based on accessibility and practicality, but also on its relevance as one of Indonesia's largest and most dynamic industrial clusters where digitalization, global competition, and organizational restructuring are rapidly transforming managerial practices. This environment creates a fertile context for studying ethical leadership, transparency, and trust, as these constructs become increasingly critical in high-pressure, technologically intensive workplaces.

Data collection was carried out systematically by distributing questionnaires to respondents who met the criteria. Data analysis was carried out using the Partial Least Squares (PLS) method with SmartPLS software, which allows comprehensive testing of relationships between variables. The use of SEM-PLS is based on the predictive nature of this study, with a

relatively complex model involving several latent variables and mediating paths. SEM-PLS was chosen because it is more suitable for analyzing data with a relatively small sample size, a non-normal data distribution, and a focus on theory development and exploration of relationships between variables rather than simply confirming the model. This approach also allows researchers to simultaneously evaluate construct validity and reliability, while also testing direct and indirect relationships within the research model. This study is expected to contribute to a deeper understanding of ethical leadership management, open communication, and transparent decision-making processes to strengthen organizational trust.

Results and Discussion

This study was conducted to analyze the characteristics and demographic profiles of employees working in the electronics sector in the Bekasi Regency industrial area. Data collection involved a total of 198 respondents spread across various electronics companies in the Bekasi Regency industrial area. Respondents were selected based on diverse backgrounds to obtain a comprehensive representation of the employee population in the manufacturing sector. The following table details the distribution of respondents based on these seven demographic characteristics:

Table 1. Respondent Profile

ITEM	TYPE	RESPONDENT	
		S	PRESENTATION
GENDER	man	87	43.9%
	Woman	111	56.1%
AGE	18-25	103	52%
	26-30	51	25.8%
LENGTH OF WORK	31-35	32	16.2%
	>35	12	6%
	1-3 Years	99	50%
	4-6 Years	56	28.3%
DEPARTMENT/DIVISION	7-10 Years	31	15.7%
	>10 Years	12	6%
POSITION/JOB	Production	55	27.8%
	Marketing	35	17.7%
	Finance	34	17.2%
	Human Resources	49	24.7%
	Other	25	12.6%
	Staff	131	66.2%
	Supervisor	30	15.2%

LAST EDUCATION	Manager	37	18.6%
	High School/Vocational School	67	33.8%
	D3	25	12.6%
	S1	92	46.5%
	S2	14	7.1%
WORK AREA	EJIP	48	24.2%
	GIIC	30	15.2%
	MM2100	47	23.7%
	JABABEKA	32	16.2%
	Other	41	20.7%

Source: Smart PLS 3 Output

Based on data presented by respondents at electronics companies in Bekasi Regency, it can be seen that the demographic composition of employees is dominated by female gender at 56.1 % , with the majority being in the productive age range of 18-25 years (52%). In terms of length of service, half of the total respondents (50%) have 1-3 years of work experience, which indicates a high level of workforce regeneration. In the context of organizational structure, the Production Department holds the largest portion at 27.8%, followed by Human Resources at 24.7%, with the majority of respondents holding staff positions (66.2%). The aspect of academic qualifications shows that 46.5 % of respondents are bachelor's degree graduates, reflecting a fairly high standard of competence. The distribution of work locations is concentrated in the EJIP area with a proportion of 24.2 % , indicating a significant concentration of electronics industry activity in that area. This demographic profile indicates that electronics companies in Bekasi Regency prioritize the empowerment of young workers with adequate levels of education, as well as providing equal opportunities in terms of gender equality.

Validity Test

Table 2 Validity Test Results

Variables	Statement	Outer Loading	Information
Y	OT 1	0.668	Valid
	OT 3	0.724	Valid
	OT 4	0.745	Valid
	OT 5	0.735	Valid
	OT 6	0.803	Valid
	OT 7	0.759	Valid
	OT 10	0.719	Valid

X1	EL 2	0.737	Valid
	EL 4	0.691	Valid
	EL 5	0.750	Valid
	EL 6	0.753	Valid
	EL 7	0.676	Valid
	EL 8	0.762	Valid
	EL 10	0.784	Valid
	TDMP 1	0.694	Valid
X2	TDMP 2	0.748	Valid
	TDMP 3	0.709	Valid
	TDMP 4	0.696	Valid
	TDMP 5	0.718	Valid
	TDMP 6	0.667	Valid
	TDMP 7	0.721	Valid
	TDMP 8	0.706	Valid
	CO 1	0.651	Valid
M	CO 3	0.739	Valid
	CO 6	0.763	Valid
	CO 7	0.714	Valid
	CO 8	0.759	Valid
	CO 9	0.725	Valid

Source: Smart PLS 3 Output

The results of the Validity Test show that all indicators used in this study are declared valid. This can be seen from the Outer Loading value for each indicator, which is all above 0.7, which is the minimum acceptable limit for convergent validity.

Reliability Test

Table 3. Reliability Test Results

Variables	Cronbach's Alpha	Information
Y	0.859	Realiable
X1	0.859	Realiable
X2	0.857	Realiable
M	0.820	Realiable

Source: Smart PLS 3 Output

reliability test analysis conducted in this study, all variables showed a very good level of consistency and reliability. This is evidenced by the Cronbach's Alpha value for each variable which was far above the minimum threshold of 0.7. Specifically, variables Y and X1 recorded the highest identical value of 0.859, followed by variable X2 with a value of 0.857, and variable M with a value of 0.820. These results indicate that all measurement instruments in the study have high internal stability and consistency, so they can be relied upon to produce accurate and consistent data in repeated measurements. Thus, all variables in this study are declared reliable and suitable for use in further analysis.

R Square Test

Table 4. R Square Test Results

	R Square	R Square Adjusted
M	0.740	0.737
Y	0.742	0.738

Source: Smart PLS 3 Output

The results of the coefficient of determination (R Square) analysis in this study indicate a fairly strong level of ability of the independent variables to explain the dependent variable. Specifically, the R Square value for variable M is 0.740 or 74% with an Adjusted R Square value of 0.737 or 73.7%, while for variable Y it has an R Square value of 0.742 or 74.2% with an Adjusted R Square value of 0.738 or 73.8%. This indicates that the research model has good predictive ability, where the independent variables are able to explain more than 73% of the variation in the dependent variable, while the rest is influenced by other factors outside the research model used.

t-test (Hypothesis)

Table 5. Path Coefficients

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
M -> Y	0.321	0.308	0.099	3,238	0.001
X1 -> M	0.359	0.353	0.098	3,668	0.000
X1 -> Y	0.282	0.288	0.081	3,469	0.001
X2 -> M	0.539	0.548	0.087	6,227	0.000
X2 -> Y	0.315	0.321	0.090	3,500	0.001

Source: Smart PLS 3 Output

Based on the results of the Path Coefficients analysis, all relationship paths between variables show a significant influence with P Values <0.05 . The relationship of X1 to M has a path coefficient of 0.359 with T Statistics 3.668 (P Values 0.000), while the influence of X1 to Y shows a coefficient of 0.282 with T Statistics 3.469 (P Values 0.001). Variable X2 has a stronger influence on M with a path coefficient of 0.539 and T Statistics 6.227 (P Values 0.000), and an influence on Y with a coefficient of 0.315 and T Statistics 3.500 (P Values 0.001). The influence of M to Y shows a path coefficient of 0.321 with T Statistics 3.238 (P Values 0.001). These results indicate that X2 has the strongest influence in the model, especially on the variable M, while all relationship paths are proven to be statistically significant and meet the criteria of T Statistics > 1.96 and P Values < 0.05 .

Specific Indirect Effects Test

Table 6. Results of the Specific Indirect Effects Test

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
X1 -> M -> Y	0.115	0.107	0.043	2,661	0.008
X2 -> M -> Y	0.173	0.170	0.065	2,668	0.008

Source: Smart PLS 3 Output

the Indirect Effect Specific Test analysis show that there is a significant indirect effect on both mediation paths tested. The indirect effect of X1 on Y through M has a coefficient of 0.115 with T Statistics 2.661 and P Values 0.008, while the indirect effect of X2 on Y through M shows a larger coefficient of 0.173 with T Statistics 2.668 and P Values 0.008. Considering that both paths have T Statistics values > 1.96 and P Values < 0.05 , it can be concluded that the M variable effectively mediates the relationship between X1 and X2 on Y, with a stronger mediation effect seen in the path X2 to Y through M.

The Relationship between Ethical Leadership and Organizational Trust

Ethical Leadership has a significant and positive influence on Organizational Trust , where when a leader demonstrates ethical behavior such as honesty, integrity, fairness, and concern for employees, this will create a strong sense of trust within the organization. This trust grows because employees feel safe and confident that their leaders will make the right decisions and consider the interests of all parties, thus ultimately encouraging the creation of a positive work environment, increasing employee commitment, and building a more harmonious working relationship between leaders and members of the organization.

Based on the profile of respondents in this study, the dominance of female employees with a young age range, especially in the 18-25 year group and the majority have relatively new work experience, namely 1-3 years, shows that Organizational Trust built through Ethical Leadership is very important for the relatively new generation of workers in the organization.



This is reinforced by the composition of respondents who are mostly in staff positions with a bachelor's degree educational background, where they really need a leader figure who can provide ethical guidance and build trust, especially in various departments such as Production, Human Resources, and various industrial areas where they work. These demographic characteristics indicate that the role of Ethical Leadership is becoming increasingly crucial in building and maintaining Organizational Trust , especially in groups of employees who are still in the development stage of their careers.

Previous research has proven a positive relationship between Ethical Leadership and Organizational Trust . Research conducted by Mo & Shi (2017) found that Ethical Leadership not only directly influences Organizational Trust but also plays a role in improving employee performance through the mediation of that trust. This is reinforced by the study of Asif et al., (2019) which revealed that Ethical Leadership contributes significantly to building Organizational Trust, especially in groups of young and highly educated employees, similar to the characteristics of the respondents in this study. Furthermore, research by Xu et al., (2016) adds an important dimension where Ethical Leadership not only builds Organizational Trust but also creates an ethical climate that supports employee career development, which is very relevant to the conditions of the majority of respondents who are in the early stages of their careers.

The findings of this study have important practical and theoretical implications. Practically, the results of this study emphasize the importance of the role of ethical leadership in building organizational trust , especially in organizations with a young and highly educated workforce. Leaders need to actively demonstrate their integrity, fairness, and care to create a conducive work environment and increase employee commitment, which has a positive impact on productivity, employee retention, and the organization's long-term competitiveness. Theoretically, this study enriches the literature on the relationship between ethical leadership and organizational trust , by confirming that employee demographic characteristics, such as age and work experience, influence how they respond to and interpret ethical leadership practices, thus encouraging further exploration of these dynamics in other organizational contexts and their implications for other organizational variables to design more effective leadership development programs.

The Relationship between Transparent Decision-Making Processes and Organizational Trust

Transparent Decision-Making Processes have a crucial role in building Organizational Trust . When management openly communicates the reasons, considerations, and mechanisms behind every decision made, it creates a climate of openness that encourages mutual trust among members of the organization. Transparent Decision-Making Processes not only increase employee understanding of the organization's strategic direction, but also reduce speculation and negative assumptions, thereby encouraging higher participation, commitment, and loyalty. Thus, transparency can be seen as the main foundation in building and maintaining strong and sustainable Organizational Trust .



Further results show that respondent characteristics also contribute to influencing the dynamics of Organizational Trust. For example, the age profile of respondents, dominated by young people aged 18-25, indicates the importance of transparent and accountable communication to meet this generation's expectations for openness in the decision-making process. Meanwhile, the involvement of employees with diverse backgrounds, such as positions, job levels, and work units, emphasizes the need for consistency and inclusion in policy formulation to maintain trust throughout the organization. Thus, balancing participatory and open decision-making practices with the characteristics of a heterogeneous workforce is key to creating strong and sustainable Organizational Trust.

(2005) study, revealed that management transparency in the decision-making process is a major determinant of employee trust, especially in organizations with diverse members' ages and backgrounds. Furthermore, Farndale & Kelliher (2013) found that organizational trust is closely related to individual characteristics, such as job title and tenure, which influence employee expectations of decision-making practices. Furthermore, Seppälä et al., (2012) found that consistent management communication regarding organizational policies and procedures contributes significantly to building employee commitment and innovation by increasing trust. Taking these findings into account, organizations can design decision-making practices that are holistic and responsive to workforce characteristics to maximize their impact on building the trust needed to achieve organizational goals.

The findings of this study have important practical and theoretical implications. From a practical perspective, the study's findings emphasize the need for organizations to consider employee demographic and organizational characteristics when designing transparent decision-making practices. For example, younger employees will appreciate more interactive and participatory communication, while those with longer careers within the organization will value more consistency. Therefore, an approach tailored to the workforce profile can maximize the impact of transparency on building inclusive and sustainable organizational trust. Theoretically, these findings enhance our understanding of the complex mechanisms linking management practices, individual characteristics, and trust dynamics in organizational contexts. This perspective highlights the importance of viewing trust as a multidimensional concept influenced not only by structural factors but also by personal characteristics and interactions across levels within the organization. This calls for further research to explore the underlying dynamics of the relationship between transparency, respondent profiles, and organizational trust in diverse contexts.

The Relationship of Ethical Leadership in Communication Openness Mediation

Ethical Leadership has a positive influence on various organizational outcomes through the mediating role of Communication Openness. When leaders demonstrate transparent and consistent ethical behavior, it fosters a culture of open communication within the organization, where employees feel safe to express their thoughts, ideas, and concerns without fear. This Communication Openness further contributes to increased employee trust, commitment, and



performance, thus demonstrating that Ethical Leadership is not merely a theoretical concept, but has a real impact in creating a positive and productive work environment through transparent and inclusive communication mechanisms.

The diverse profiles of respondents, from staff to managers, indicate that the open communication climate fostered by Ethical Leadership extends beyond management to all levels of the organization. The highest percentage of respondents were staff, indicating a strong two-way communication and openness between management and operational employees. In addition, a fairly large proportion was also seen among respondents from the Human Resources unit and Managers, indicating a strong understanding among management regarding the importance of creating a culture of open communication. This diverse respondent profile reinforces the understanding that effective Ethical Leadership is able to encourage Communication Openness throughout the organization, not only at the top level but also at operational levels. This certainly contributes to increased overall employee performance, satisfaction, and engagement.

The findings of this study align with previous research that has shown that effective ethical leadership can foster comprehensive communication openness within an organization. A study conducted by Walumbwa et al., (2011) revealed that ethical leadership has a positive influence on open communication and information transparency, which in turn contributes to increased employee trust and performance. Furthermore, Rupprecht et al., (2013) found in their research that strong ethical leadership creates a work environment where employees at various levels, both operational and management staff, feel comfortable voicing their ideas, suggestions, and concerns. This is not only limited to interactions between leaders and subordinates, but also creates open communication among fellow employees. A study conducted by Lau et al., (2007) also confirmed similar findings, where effective ethical leadership successfully builds employee trust and engagement through transparent and inclusive communication practices across all levels of the organization. These findings reinforce the results of the current study, which showed that the diverse profile of respondents, from staff to managers, reflects the implementation of ethical leadership that is capable of encouraging broad communication openness .

The findings of this study not only have theoretical implications but also have important practical relevance for organizations. Theoretically, these results enrich the understanding of the mechanisms behind the influence of Ethical Leadership , where Communication Openness acts as an effective mediator in transmitting the positive impact of Ethical Leadership on various organizational outcomes . This broadens insight into the vital role of transparent and inclusive communication in bridging the gap between leader role models and employee performance, satisfaction, and engagement. From a practical perspective, these findings emphasize the importance for leaders to actively build a culture of open communication across all levels of the organization, not just at the management level. By encouraging open communication, both between leaders and subordinates and among employees, organizations can foster a sense of trust, collaboration, and empowerment that will ultimately contribute to improved overall organizational performance. Therefore, organizations need to prioritize the development of



Ethical Leadership and communication skills for managers and supervisors in an effort to create a productive and positive work environment.

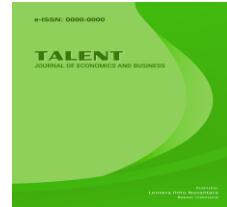
The Relationship between Transparent Decision-Making Processes in Mediation and Communication Openness

The relationship between transparent decision-making processes mediated by open communication significantly impacts performance and internal dynamics. When decision-making processes are transparent and supported by open communication, this creates a work environment that fosters trust, active participation, and deeper understanding among organizational members. Open communication mediation helps bridge information gaps, increases employee engagement, and facilitates a smoother flow of information, which in turn contributes to more inclusive, equitable, and effective decision-making.

From the results of the respondent profile in this data, there is a correlation with the findings regarding the role of Transparent Decision-Making Processes and Communication Openness . The data shows that the staff category has the highest percentage of respondents, indicating that open communication and Transparent Decision-Making Processes have a major impact on their engagement and perception. Furthermore, the supervisor category also showed a relatively high score, indicating that communication and transparency of decisions influence the level of oversight within an organization. Other respondent profiles, such as managers and other categories, also reflected the importance of an organizational climate that prioritizes openness and participatory decision-making processes. Understanding this correlation can help organizations design more effective strategies to increase engagement, trust, and performance at all levels.

The findings of this study align with previous research that has shown that transparent decision-making processes and communication openness are in line with several previous studies. A study by Mayer & Gavin , (2005) showed that an organizational climate that is transparent and oriented towards open communication has a stronger influence on employee engagement and perceptions at the staff and front-line levels. Similarly, Dirks & Ferrin's research, (2002) found that trust arising from decision transparency and Communication Openness tends to be higher among supervisors and managers. In addition, Agarwal et al. , (2012) in their research highlighted the importance of creating a culture of open communication at all levels of the organization to support effective decision-making. The findings of the current study complement and strengthen the insights from previous studies, providing a more comprehensive picture of the practical implications of Transparent Decision-Making Processes and Communication Openness .

The findings of this study have important practical and theoretical implications for organizations. Practically, these results emphasize the importance of building an organizational culture that prioritizes transparent decision-making processes and open communication. This can drive increased engagement, trust, and performance at all levels, from front-line staff to management. Theoretically, this research enhances understanding of the mediating mechanisms



between transparent decision-making and organizational outcomes , particularly how communication openness acts as a catalyst in this relationship. These findings provide an empirical basis for the development of more comprehensive theoretical models related to organizational dynamics and leadership behavior. These implications can inspire further research as well as more effective management practices in creating innovative, adaptive, and performance-oriented organizations.

The Relationship between Ethical Leadership and Communication Openness Mediating Organizational Trust

Ethical Leadership has a strategic role in building Organizational Trust through the mediating role of Communication Openness . This relationship shows that leaders who apply high ethics are able to create a climate of Communication Openness and transparency within the organization, which in turn significantly increases the trust of organizational members. By encouraging honest, open, and trustworthy communication, ethical leaders succeed in building a strong foundation of trust, which in turn strengthens bonds and commitment within the organization, as well as encouraging a positive and productive work environment.

The respondent profile data in this data provides a demographic overview that can be linked to previous findings. With the majority of respondents in the productive age range , namely 18-35 years old, it indicates that the younger generation plays a significant role in the organization. This can be a consideration for leaders to implement Ethical Leadership and open communication, to build trust among young employees who tend to be critical and desire transparency. Furthermore, the composition of positions, such as staff and supervisors, also reflects an organizational structure that requires coordination and trust between levels to achieve common goals. Therefore, understanding the respondent profile can help organizations design leadership and communication strategies that align with the characteristics and needs of their human resources.

The findings of this study align with previous research that has shown that ethical leadership mediates communication openness and organizational trust . This study, conducted by Dirks & Ferrin , (2002) showed that open and honest communication from leaders can increase employee trust in the organization. Furthermore, research by Avolio et al. (2004) revealed that ethical leadership can encourage a positive work environment and build employee commitment. Greenbaum et al. found something similar . (2012) , which emphasizes the important role of communication in moderating the relationship between Ethical Leadership and Organizational Trust . These findings strengthen the results of the current study, which shows that open communication is able to mediate the influence of Ethical Leadership on Organizational Trust . Thus, the development of Ethical Leadership and effective communication can be a focus for organizations in increasing employee trust and engagement.

The findings of this study provide significant practical and theoretical contributions in the realm of human resource management, where the resulting implications not only enrich the academic literature, but also provide concrete guidance for organizational practitioners.



Practically, the study results encourage organizations to develop leadership strategies based on ethics and open communication, by implementing mechanisms that encourage transparency, employee engagement, and constructive dialogue across hierarchies. Theoretically, this study expands the conceptual framework on the relationship between ethical leadership, open communication, and organizational trust, presenting a mediation model that explains the complex mechanisms by which communication can bridge the influence of ethical leadership on trust formation. Furthermore, these findings open up space for future research to explore other contextual variables that may influence the dynamics of the relationship between leadership, communication, and trust, taking into account the diversity of organizational cultures, individual characteristics, and the complexity of the modern work environment.

The Relationship between Transparent Decision-Making Processes in the Mediation of Communication Openness and Organizational Trust

Transparent Decision-Making Processes play a significant role in building Organizational Trust through open communication. When an organization implements Transparent Decision-Making Processes , it encourages more open communication among members, where information can be freely and clearly conveyed. This open communication then becomes an important bridge that builds and strengthens Organizational Trust, because members feel valued, heard, and part of the decision-making process. Thus, decision transparency is not merely an administrative procedure, but a strategic instrument that can increase cohesion, commitment, and credibility within the organization, ultimately creating a healthier, more productive, and more harmonious work environment.

The profile of the respondents involved in this study is also an important factor that can enrich the understanding of the relationship between Transparent Decision-Making Processes , open communication, and Organizational Trust . There is a diversity of demographics of respondents, ranging from gender, age range , education level, to their position or title within the organization. This variation shows that the issues of transparency, open communication, and Organizational Trust are relevant and applicable across various individual backgrounds. By considering diverse perspectives, a more comprehensive insight can be gained into the dynamics of interactions between these factors, as well as their implications for strengthening a healthy and productive organizational culture. A deep understanding of respondent characteristics can make an important contribution in developing effective strategies to encourage transparency, open communication, and build strong trust in the organizational environment.

The results of this study are in line with several previous findings. Research conducted by Dirks & Ferrin, (2002) showed that trust in leaders and organizations can have a significant impact on employee attitudes and behaviors, including performance, commitment, and job satisfaction. In addition, a study conducted by Mayer & Gavin, (2005) identified three main factors influencing trust: ability, benevolence, and integrity. In an organizational context, transparent decision-making processes and communication openness can contribute to employee perceptions of management's integrity and benevolence, which ultimately builds trust.



Furthermore, research by Ertürk, (2010) found that employee perceptions of organizational support and effective leadership can mediate the relationship between open communication and organizational trust . This finding strengthens the understanding that a climate of communication openness can be key to building trust in an organization.

The findings of this study have important practical and theoretical implications for organizations. Practically, these findings can help organizations in designing strategies to increase Organizational Trust through the implementation of Transparent Decision-Making Processes and open communication. By understanding how employee profiles can influence their perceptions, organizations can develop programs and policies that are more responsive to diverse needs and perspectives. At the theoretical level, this research can enrich our understanding of the dynamics between key elements within organizations, such as leadership, organizational culture, and employee behavior. This can help develop a more comprehensive conceptual framework to explain the factors that contribute to the formation of organizational trust . These findings may also inspire further research to explore the interactions between individual characteristics, organizational processes, and organizational performance outcomes.

The Relationship between Communication Openness and Organizational Trust

The mediating relationship between Communication Openness and Organizational Trust shows that communication openness plays a key role in building Organizational Trust . The more open and transparent the communication in an organization, the higher the level of trust that is built among its members. Clear, accessible, and honest communication acts as a crucial bridge that facilitates the exchange of information, reduces uncertainty, and creates a sense of mutual understanding and support. Thus, communication openness is not merely a process of information transfer, but a fundamental mechanism for building, maintaining, and strengthening sustainable organizational trust.

The respondent profiles in the data can provide further insights into the correlation between Communication Openness and Organizational Trust . For example, it can be seen that respondents who are open in communicating tend to hold higher positions in the organization, such as staff, supervisors, and managers. They may have broader access to information and decision-making processes, thus building stronger trust. On the other hand , respondents at lower levels, such as others and human resources, showed lower levels of open communication and organizational trust . This may indicate that the culture of communication and organizational trust is not evenly distributed, and may be an area that organizations need to pay attention to in their efforts to build a more inclusive climate of openness and trust.

The current research findings, which demonstrate the mediating role of communication openness in the relationship between transparent decision-making processes and organizational trust , align with those of several previous researchers. Research conducted by Eldor (2017) revealed that open communication about transparent decision-making processes can increase employee trust in the organization. Furthermore, Sulea et al., (2012) found that communication openness and honesty about decision-making play an important role in building organizational



trust. This is also consistent with the findings of Nguyen et al. , (2017) , who emphasized that transparency in the decision-making process, facilitated by open communication, contributes to increased Organizational Trust .

The findings of this study also have important practical and theoretical implications. Practically, the results emphasize the importance of cultivating open communication and transparency within organizations, particularly regarding decision-making processes. This can help increase employee trust in the organization, which in turn can improve their performance, commitment, and engagement. From a theoretical perspective, this research enriches the understanding of the dynamics between communication, decision making, and Organizational Trust. He demonstrates how open communication can act as a key mediator in linking transparent decision-making processes to the development of strong trust among organizational members. These findings can serve as a basis for further research on the critical role of communication in creating a healthy and productive organizational environment.

Conclusion

The conclusion of this study shows that Ethical Leadership and Transparent Decision-Making Processes have a significant influence on Organizational Trust in electronics companies in Bekasi Regency, with Communication Openness acting as a key mediator in the relationship. This also demonstrates the theoretical contribution of this study by expanding the trust literature in the context of the electronics industry in developing countries. These findings underscore the importance of leaders who are able to apply ethical and transparent principles not only to build trust, but also to create an inclusive and collaborative work culture, which is especially important for young and highly educated employees. These findings highlight the importance of the role of leaders in building an open work environment to achieve competitive advantage. Electronic company leaders in Bekasi Regency can build open communication channels or hold regular decision-making transparency forums to strengthen information transparency within the organization.

It should also be noted that this research has several limitations, especially the cross-sectional research design (data collection at one time) and the research sample which is only limited to one industrial area in Bekasi Regency, so that the findings of this research cannot be generalized widely. Further research is recommended to explore more deeply other variables that may influence this relationship, expand the study context to other industrial sectors, test additional mediating variables such as organizational culture or procedural justice, and take into account cultural and technological dynamics within the organization to gain more holistic insights. Future research could also consider comparisons between different industrial sectors to gain broader insights into the factors influencing Organizational Trust.



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