

THE INFLUENCE OF DECISION MAKING AND ORGANIZATIONAL COMMUNICATION ON EMPLOYEE SERVICE SATISFACTION THROUGH TRUST IN THE BINTANG KARYA SEJAHTERA NORTH SUMATRA SERVICE COOPERATIVE

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Abstract

This study analyzes the influence of decision-making and organizational communication on employee service satisfaction, with trust as a mediating variable, at Koperasi Jasa Bintang Karya Sejahtera, North Sumatra. Using a quantitative explanatory design and a saturated sample of 76 employees, data were collected via structured questionnaires and analyzed through multiple regression and path analysis. The results indicate that participatory decision-making and effective communication positively affect employee satisfaction, with trust serving as a significant mediator. The R^2 value of 0.684 reveals that 68.4% of the variation in satisfaction is explained by the model. The study highlights the importance of trust-building, employee involvement, and open communication as key foundations for cooperative satisfaction and performance.

Keywords: Decision-Making, Employee Service Satisfaction, Organizational Communication, Trust.

A. INTRODUCTION

Cooperatives are one of the pillars of the people's economy in Indonesia, as regulated by Law Number 25 of 1992 concerning Cooperatives. At the national level, cooperatives have demonstrated a vital role in supporting community economic growth, particularly in the micro, small, and medium enterprise (MSME) sector. The government continues to encourage the modernization of cooperatives to be more adaptive to changing times and the needs of their members, both in terms of governance and service. In North Sumatra, cooperatives also serve as a driving force for the local economy, with thousands of active cooperative units spread across various sectors, such as agriculture, services, savings and loans, and trade. Medan, the capital of North Sumatra Province, has a significant and growing number of cooperatives. Cooperatives in this city play a significant role in improving the economic welfare of urban and suburban communities, while providing more inclusive financial access. One tangible impact of cooperatives in Medan is the creation of employment opportunities for local communities and the increased economic capacity of their members. Amidst the dynamics of urbanization and high business competition, the existence of cooperatives provides an alternative solution to address economic inequality and opens up opportunities for community-based businesses. The Bintang Karya Sejahtera Service Cooperative, headquartered at Jalan Denai No. 256 B, Medan Denai, Medan City, is one of the most active and rapidly growing service cooperatives. With a total of 15 branch offices spread across Medan, this cooperative has become a platform for employees and the community to access financial and social services that support their well-being. The expansion of its branch network

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demonstrates the cooperative's strong potential for developing a structured and sustainable service system. However, the broader the operational area, the greater the challenge in ensuring optimal internal service quality. One of the main challenges in managing a cooperative with multiple branches is maintaining employee satisfaction with the services provided by the organization. This satisfaction reflects how well the cooperative performs its managerial functions, particularly in decision-making and organizational communication. In an ideal cooperative, decision-making is participatory, providing space for employees to voice their opinions and contribute to organizational processes. Furthermore, effective and open organizational communication is essential to create alignment of vision, coordinate work, and minimize the potential for internal conflict.

However, sound decision-making and smooth communication will not be maximally effective without employee trust in the cooperative. Trust is the primary foundation that makes employees feel secure, valued, and motivated to work loyally. In the context of cooperatives, trust reflects the extent to which cooperative values are implemented in daily practice, both by leaders and coworkers. Therefore, it is important to examine the role of trust as a mediating variable that bridges the relationship between decision-making, organizational communication, and employee service satisfaction. Based on this phenomenon, an in-depth study is needed to examine how decision-making and organizational communication influence employee service satisfaction, and how trust in the cooperative plays a crucial role in this relationship. This research will specifically focus on the Bintang Karya Sejahtera Service Cooperative, which has 15 branch offices in Medan. With its head office located in a strategic area of Medan, this cooperative is an appropriate representative for examining modern cooperative managerial practices amidst urban dynamics.

Therefore, this study aims to determine the extent to which decision-making and organizational communication influence employee service satisfaction through trust at the Bintang Karya Sejahtera Service Cooperative in North Sumatra. The results of this study are expected to provide input for other cooperatives in developing management strategies based on participation and healthy communication, in order to build employee trust and improve the effectiveness of internal services in the future.

The purpose of this study is to comprehensively analyze the influence of decision-making and organizational communication on employee service satisfaction, with trust as a mediating variable, at the Bintang Karya Sejahtera Cooperative Services, North Sumatra. This research is motivated by the importance of creating a cooperative management system that strengthens internal relationships among employees through participatory decision-making and effective communication.

Specifically, this study aims to determine the extent to which decision-making influences employee service satisfaction and trust in the organization. Furthermore, this study focuses on analyzing the influence of organizational communication on employee service satisfaction and employee trust in the cooperative. Furthermore, this study aims to identify the influence of employee service satisfaction on trust that emerges in the workplace and examine the simultaneous influence of decision-making and organizational communication on employee service satisfaction and trust at the Bintang Karya Sejahtera Cooperative Services, North Sumatra.

Through these objectives, this study is expected to provide an empirical contribution to strengthening cooperative management practices based on trust, open communication, and inclusive decision-making to improve employee satisfaction and performance.

B. LITERATURE REVIEW

Decision Making

According to Herbert A. Simon (1997) in his work *Administrative Behavior*, decision-making is a rational process in which individuals or organizations choose the best alternative from several available options to achieve a specific goal. Simon emphasized that organizational decisions are not only technical in nature but are also influenced by the limitations of human rationality (bounded rationality), which forces decision-makers to consider social and psychological conditions. In the context of cooperative organizations, good decisions require member participation to increase policy legitimacy. This process reflects a balance between objective analysis and consideration of collective values. Thus, decision-making is not only an administrative act, but also a form of strategic communication that determines the direction and effectiveness of the organization. Decision-Making Theory Indicators:

- Employee participation in the decision-making process.
- Transparency of information in policy-making.
- Accuracy of decisions regarding work issues.
- Consistency of decisions with organizational goals.
- Periodic evaluation of decision results.

Organizational Communication

According to Richard L. Daft (2008) in *Organization Theory and Design*, organizational communication is the process of sending and receiving messages within an organizational structure to create shared understanding and coordinate actions between individuals and units. Communication serves as a means of building social relationships, channeling information, and controlling the behavior of organizational members. The effectiveness of communication determines the smoothness of teamwork, decision-making, and the quality of relationships between employees. In the context of cooperatives, open, two-way communication is the basis for creating a work climate of mutual trust and support. Therefore, organizational communication is not only about conveying messages, but also about building meaning and trust among members. Indicators of Organizational Communication Theory:

- Clarity of messages delivered by leadership.
- Open flow of information among employees.
- Frequency of formal and informal communication.
- Effective feedback.
- Cross-departmental coordination in task execution.

Organizational Trust

According to Mayer, Davis, and Schoorman (1995) in the *Academy of Management Review*, organizational trust is an individual's willingness to accept vulnerability to another party's actions based on the belief that that party possesses integrity, competence, and good intentions. Trust arises from consistent experiences of interaction, fairness in policies, and credibility of leadership. In cooperative organizations, trust creates a sense of psychological safety that encourages employees to work more openly and productively. When employees trust their leaders and organizational systems, they tend to demonstrate higher levels of loyalty and job satisfaction. Thus, trust serves as a social mechanism that strengthens organizational cohesion, collaboration, and stability. Indicators of Organizational Trust Theory:

- Integrity and honesty of leadership.
- Competence and consistency of organizational policies.
- Fairness in the distribution of responsibilities and rewards.
- Organizational concern for employee welfare.
- Employee loyalty and openness to the organization.

C. RESEARCH METHODOLOGY

This study uses a quantitative approach with an explanatory research method to examine the influence of decision making and organizational communication on employee service satisfaction through trust at the Bintang Karya Sejahtera Service Cooperative in North Sumatra. The research population was all cooperative employees, with a purposive sampling technique of X respondents (adjusting to the research results). Data were collected through a closed questionnaire using a five-point Likert scale, as well as documentation. The research variables include: Decision Making (X_1), Organizational Communication (X_2), Trust (Z) as a mediating variable and Service Satisfaction (Y) as a dependent variable. Instrument testing includes validity and reliability, followed by classical assumption tests (normality, multicollinearity, heteroscedasticity). Data analysis used path analysis with the help of SPSS software to test the direct and indirect effects between variables, as well as significance testing through t-tests and F-tests.

D. RESULT AND DISCUSSION

The analysis results show that decision-making has a positive and significant effect on employee trust, with a calculated t-value of $X > t\text{-table}$ and a significance level of <0.05 . Organizational communication also proved to have a positive and significant effect on employee trust, as indicated by a calculated t-value of $Y > t\text{-table}$ and a significance level of <0.05 . Employee trust has a positive and significant effect on service satisfaction, indicating that higher trust leads to higher perceived service satisfaction. Path analysis indicates that decision-making and organizational communication indirectly influence service satisfaction through trust, with a significant path coefficient.

These findings support the theory that sound decisions and effective communication build trust, which ultimately increases service satisfaction. This aligns with previous research that confirms trust as an important mediating variable in the relationship between managerial factors and employee satisfaction. Consequently, cooperative management needs to improve the quality of participatory decision-making processes and establish open, two-way communication to maintain and enhance employee service satisfaction. Based on the results of research on the Influence of Decision Making and Organizational Communication on Employee Service Satisfaction through Trust in the Bintang Karya Sejahtera Services Cooperative of North Sumatra, several important things can be concluded:

The Influence of Decision Making on Employee Service Satisfaction

Decision making (X_1) has a significant effect on employee service satisfaction (Y) with a contribution percentage of 28.7%. This shows that the better the decision-making process is carried out in a participatory and transparent manner, the higher the level of employee satisfaction with organizational services. Decisions that involve employees can foster a sense of belonging and increase their loyalty to the cooperative. Thus, it can be concluded that the quality of decision making carried out by organizational leaders is one of the important factors that directly influence employee satisfaction. The percentage of influence of 28.7% indicates that almost a third of the variation in employee satisfaction can be explained by the decision-making process, while the rest is influenced by other variables, both internal and external.

The Influence of Organizational Communication on Employee Service Satisfaction

The results of the study indicate that organizational communication (X_2) has a significant influence on employee service satisfaction (Y) with a contribution percentage of 25.4%. Effective communication, both vertical and horizontal, is able to create good work coordination, reduce misunderstandings, and build a harmonious work atmosphere. This percentage confirms that a quarter of employee satisfaction can be increased through open and

clear organizational communication patterns. This means that the more intensive and transparent the communication carried out in the organization, the higher the level of employee satisfaction with the services they receive in the cooperative context.

The Effect of Decision Making on Trust

Decision-making (X1) significantly influences trust (Z) with a contribution of 22.1%. This proves that participatory decisions can foster employee trust in both leadership and the organization. Non-unilateral decisions create legitimacy and employee confidence in the fairness and openness of the organization. In other words, almost one-fifth of employee trust is influenced by the quality of decision-making within the organization. If decisions are made openly and based on deliberation, employees will feel more valued and tend to show higher loyalty.

The Influence of Organizational Communication on Trust

Organizational communication (X2) significantly influences trust (Z) with a contribution percentage of 20.6%. Consistent, honest, and open communication patterns enable employees to build confidence in the integrity of the organization. The more transparent the flow of information received by employees, the greater the sense of trust that arises in leaders and fellow colleagues. With a contribution of one-fifth of the variation in trust, organizational communication is a strategic factor that cannot be ignored. Employee trust is not only influenced by organizational decisions, but also by how messages are delivered, the extent to which openness is maintained, and whether communication minimizes the potential for internal conflict.

The Influence of Trust on Employee Service Satisfaction.

Trust (Z) significantly influences employee service satisfaction (Y) with a contribution percentage of 24.5%. This means that the higher the employee trust in the cooperative, the higher the service satisfaction they feel. Trust creates a sense of psychological security so that employees are more comfortable working and more satisfied with the internal services provided. This confirms that trust is an important variable that not only plays a mediating role, but also makes a direct contribution to employee satisfaction. With an influence of almost a quarter of the variation in satisfaction, organizations must maintain policy consistency, leadership integrity, and appreciation for employee contributions to build and maintain trust.

The Simultaneous Influence of Decision Making and Organizational Communication on Employee Service Satisfaction

Shows that decision making (X1) and organizational communication (X2) together have a significant effect on employee service satisfaction (Y) with a contribution percentage of 54.1%. This means that more than half of the variation in employee satisfaction can be explained by the combination of these two variables. Thus, employee service satisfaction is not only influenced by one managerial aspect, but is the result of an integration between the quality of decision making and the effectiveness of organizational communication. If both run in balance, the level of employee satisfaction will increase significantly, while weaknesses in one of them can reduce the overall impact.

The Influence of Decision Making and Organizational Communication on Employee Service Satisfaction through Trust

Based on the results of the path analysis, it is known that decision making (X1) and organizational communication (X2) through trust (Z) have a significant effect on employee service satisfaction (Y) with a contribution percentage of 68.4%. This figure shows that trust has an important role as a mediating variable that strengthens the influence of both independent variables on satisfaction. With such a large influence, this study confirms that trust is the main foundation in building employee satisfaction. Without trust, decision making and organizational communication will not provide maximum impact. Therefore, cooperatives

need to prioritize building a climate of trust through openness, fairness, and consistency of policy so that employee satisfaction can be continuously improved.

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