The Effect Of Stewardship Climate And Employee Voice On Employee Performance At The Belawan Port Authority Office

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ABSTRACT

Excellent workers cannot advance the company. As a result, employees must be considered. Therefore, this study will investigate whether management climate and employee voice affect employee performance at the Belawan Port Authority office. This study also collected data at the Belawan Port Authority office itself. The results indicate that climate responsibility affects how well employees perform. Likewise, employee voice also has a significant influence on employee performance. Therefore, these two variables have a significant influence on the progress of the port company.

Keywords: Stewardship Climate, Employee Voice, Employee Performance, Belawan Port Authority Office

INTRODUCTION

The performance of human resource employees dramatically influences the organization's success (Wanta, 2021). Employee performance in an increasingly complex and competitive world of work is influenced by psychological and social factors formed in relationships between individuals in the workplace, as well as the technical skills and knowledge possessed (Amran, 2022). Effective communication, emotional support, and understanding each other's roles are essential in creating a work environment that supports achieving organizational goals (Sitanggang, 2022).

A stewardship climate, an organizational culture that encourages openness, commitment, and shared responsibility and creates a work environment that fosters trust and collaboration, is a component identified as an essential factor in supporting employee performance (Ayambire et al., 2021). Mutual trust encourages team members to innovate and share ideas without worrying about the consequences (McLeod et al., 2021). This is important for companies with a lot of operational complexity that often require input from multiple perspectives to make good decisions (Ma et al., 2021).

Previous studies have shown that climate management directly affects employee performance (Medeiros & Hoppen, 2021; Wei et al., 2021; Murtaza et al., 2021). However, research by Nijhof et al. (2019) states that climate management cannot continuously improve employee performance. Employees who perceive fairness in their work environment tend to be more open to feedback and willing to work together to achieve desired outcomes (Lawson, 2019). This directly improves performance and job satisfaction and increases organizational resilience when facing operational problems (Ethics, 2019).

However, the situation in the Harbor Master's Office shows that no culture encourages team members and leaders to prioritize group interests over their interests. As a result, working

relationships in this organization are often not based on trust, transparency, and shared responsibility. The inability of leaders to create a work environment that supports cooperation and collective commitment is a significant factor causing the lack of a strong stewardship climate. This problem affects the office's operational performance, especially considering its essential role in managing maritime safety and port efficiency. In addition, the lack of a strong stewardship climate reduces the sense of ownership of the organization's goals and objectives.

In addition, employee voice, or the courage of employees to speak up about ideas, criticisms, and suggestions freely without fear, is a critical component that influences performance (Huebner & Zacher, 2023). Employees tend to be more emotionally and actively involved in the organization's collective efforts because they feel that their opinions are valued (Kura, 2021). Employees encouraged to speak up can provide new perspectives to solve problems, increasing innovation and efficiency (Miao, 2020). By embracing innovative ideas, organizations can become more flexible and responsive to changes in the external environment (Miao, 2020).

However, building a culture supporting employee voice remains a significant challenge in many government organizations with a hierarchical structure (Kao et al., 2022). Hierarchical structures often lead to greater power distance. As a result, employees worry that their opinions will not be heard or that it could negatively impact their careers. This creates a significant barrier that blocks the flow of information critical to improving public services or work processes (Klaas & Yang, 2022). As a result, employees tend to lose motivation because there is no space to speak up and an open listening culture. Ultimately, this decreases productivity (Palmi et al., 2023).

To create an environment that supports employee voice, top management must commit to and implement cultural changes that include leadership training so that leaders can become active listeners (Kang, 2021). Even if recommendations cannot be implemented, leaders must demonstrate that all input is valued and taken seriously (Ajmal et al., 2024). This method can increase employee trust and happiness. Additionally, organizations prioritizing two-way communication can speed decision-making, prevent significant crises, and encourage continuous innovation (Jiang et al., 2022).

Previous credible research shows that employee voice greatly influences employee performance (Dedahanov et al., 2022a; Amah, 2023; Baker & Sin, 2023). Empirical studies show that employees who convey ideas, criticisms, or suggestions feel heard and valued. This can increase productivity, work engagement, and commitment to organizational goals (Budd et al., 2023). Employee language helps produce a more inventive work environment, where innovative solutions emerge more often because employees feel encouraged to participate actively (Cox et al., 2021). According to another study by Ge (2020), employee voice increases trust between employees and management, increasing productivity and speed of decision-making.

However, Ullah et al.'s (2023) research findings offer a more complex perspective. Employees found that employee voice does not always have a direct impact on employee performance. This relationship sometimes depends on management support and a good work environment. Employee voice does not positively impact performance if their voices are not taken seriously or if the work environment does not encourage action based on their input. In addition, elements such as hierarchical structure, clarity of communication, and bureaucratic organizational culture can make employee voices less effective.

However, as seen in the Port Authority Office and Port Authority of Belawan, employee voice is often problematic due to the hierarchical and bureaucratic organizational structure. This structure hinders communication, making employees reluctant to give their superiors criticism, suggestions, or ideas. Many employees remain silent rather than speak out for fear of negatively impacting their careers and fear their opinions will not be valued or heeded. This lack of employee voice causes many vital daily operations issues to go undetected or not be resolved quickly. In addition, employees believe that their work environment hinders new ideas and innovation, which could improve the effectiveness of port services. The absence of a culture where everyone can talk to each other impacts employee morale and engagement. If employees feel that their opinions are not heard or valued, they tend to lose their morale, which, in turn, hurts organizational performance and productivity. This lack of voice can have negative consequences, such as slowing down incident response and reducing the quality of service to stakeholders, considering that the Harbormaster Office and the Belawan Port Authority are responsible for managing maritime safety and port operational efficiency. Based on the emerging phenomena and previous research that the researcher has described, the researcher is interested in testing the extent to which Stewardship Climate and Employee Voice Influence Employee Performance at the Belawan Port Authority Office.

LITERATURE REVIEW

Employee Performance

Employee performance greatly influences the success of the company in achieving its goals (Hadiansyah & Chandrarin, 2024). The company hopes that every employee will work well. Leaders will also find it easy to place employees according to their abilities. Thus, employee performance must be evaluated, and rewards and punishments for employees who do not meet the standards must be (Peterson, 2024). According to Sedermayanti (2013), performance is the work results achieved by a worker, management process, or organization, which can be demonstrated and measurable (compared to predetermined standards). On the other hand, according to Hasibuhan (2015), performance is the work results a person achieves in carrying out the tasks assigned to him based on their skills, talents, and abilities. Then, according to (Mangkunegara, 2013), Performance (work achievement) is the work results in terms of quality and quantity achieved by an employee in carrying out his duties according to his responsibilities. According to (Sutrisno, 2016), Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization.

Organizations need performance appraisals. In addition, government organizations prioritize performance appraisals to measure how far employees do their jobs to achieve organizational work results (Gogsido et al., 2024). Improving employee performance means improving employees' ability to carry out their duties to achieve organizational goals (Aggarwal, 2024). In addition, employee work ethic and discipline are greatly needed to be improved so that the time given to do the job can be used well.

Stewardship Climate

Management Theory (Donaldson and Davis, 1991) is the basis of this research. This theory explains the situation where management is motivated by personal or individual goals but is more focused on achieving the main goals that benefit the organization as a whole. In such a situation, management theory emphasizes that managers, or stewards, act in the organization's

interests and seek to protect and maximize the wealth of the organization. Therefore, this theory is very relevant to the accounting research of public sector organizations (such as governments and other non-profit institutions).

According to stewardship theory, there is a close relationship between organizational success and owner satisfaction. Managers strive to protect and maximize organizational assets so that company performance and organizational profits can be optimized. Managers or stewards will align employee personal goals with organizational or owner goals to achieve the common good. This does not mean that stewards do not have personal needs but rather emphasizes that organizational success depends on the satisfaction and welfare of owners or general stakeholders (Raharjo, 2007).

Climate stewardship emphasizes principles such as diversity, transparency, collaboration, and accountability. The organizational environment actively supports stewardship behavior, meaning that managers and team members are committed to acting in the overall interests of the organization (Ma et al., 2021). This concept is a way to create an organizational culture that encourages leaders to work together, make responsible decisions, and achieve the company's long-term goals (Murtaza et al., 2021).

A good stewardship climate can enhance collaboration across the organization, fostering trust between managers and stakeholders (McLeod et al., 2021). It also includes managing resources to ensure that decisions made focus not only on short-term results but also on the long-term sustainability and well-being of the company (Ayambire et al., 2021).

Employee Voice

Hirschman's (1971) work examining how organizations respond to exit and voice stems from the concept of "employee voice." Hirschman's Exit-Voice-Loyalty framework attempts to explain why some customers dissatisfied with a company's product will stay and resist rather than switch to another product (Lewin and Mitchell 1992). Freeman and Medoff (1984) broadened the voice spectrum to include consensual choice, where employees can help improve organizational performance by contributing their ideas, and conflict, where employees can express their dissatisfaction.

Employee voice is used in contemporary literature to address the issue of employee involvement and participation. Researchers (Salamon, 2000; Hyman and Hyman, 1995; Heller et al., 1998; Strauss, 2006) have found differences between the two terms but have not made a clear distinction. Most researchers use employee voice, employee involvement, and employee participation (Marchington et al. 1994; Acker et al. 2006; Van Buren and Greenwood 2008) to describe how employees are involved in organizational decision-making. Although there are various terms used, such as employee participation, employee involvement, or employee voice, the core of the issue is the role of employees in the decision-making areas of organizational life and the ability of management to give employees some degree of control over decisions made by the organization that affect their employees. Researchers also use the same order to operationalize the concept (Marchington et al. 1994; Cox et al. 2006).

According to modern empirical evidence, employee voice has gradually evolved from its industry-based representational group structure. This is recognized in modern HRM literature (Rees, Alfes & Gatenby, 2013). The breadth of employee voice also includes opinions on matters other than organizational policy and decision-making (Wilkinson & Fay, 2011). There

are contextual applications and references to employee voice across large groups, small teams, and even entire work units. Recent perspectives on employee voice are more appropriate in viewing it as a contextual behavioral or performance outcome contributing to organizational performance (Yoon, 2012). In this regard, it is essential to remember that employee voice behavior is vital in improving organizational performance (Morrison, 2011). Previous studies have suggested that employee voice behavior may contribute to organizational performance by emphasizing employee autonomy (Heffernan & Dundon, 2015; Botero, 2013).

According to Dundon et al. (2021), employee voice is a system that allows employees to actively participate in decision-making that impacts their work. An effective channel makes employees feel valued and more motivated to help achieve organizational goals. Employees then argue that employee voice is a way to convey their complaints and opinions, improving workplace relationships and increasing commitment and loyalty (Klaas & Yang, 2022). They also emphasize the importance of management support in encouraging employee voice to become a formality. Furthermore, employee voice is a form of participation that can serve as a "protector" for employees to ensure their rights are protected and their job satisfaction increases (Budd et al., 2023). Employees divide their voices into two categories: constructive and destructive voice.

According to Mowbray et al. (2023), employee voice significantly reduces employee turnover because it makes them feel in control of their work environment and contributes to it. Thus, employee voice increases the sense of ownership in employees and impacts organizational effectiveness. Employees who feel their voices are heard increase innovation and work performance because they are encouraged to share ideas that may benefit the organization.

Organizational culture and the leadership style applied closely relate to several variables influencing employee voice (Ajmal et al., 2024). Organizational culture is crucial for encouraging employee voice because it determines how much they feel safe and supported in conveying their ideas and input (Dedahanov et al., 2022b). A healthy organizational culture includes transparency and creating a psychologically safe environment so employees feel comfortable speaking up (Towers & Smith, 2022). This work culture shows that the company values employee opinions and uses them to make decisions and improve processes (Amah, 2023; Du, 2021).

The main factor influencing the effectiveness of employee voice is supportive leadership. Transformational leadership, which encourages active and open participation, usually shows an empathetic, supportive, and development-focused attitude toward employees. This builds trust and elevates employee voice (Badru et al., 2024; Baker & Sin, 2023). With this leadership style, employees feel that their contributions and positions are valued, which positively impacts the organization (Li et al., 2020; Duan et al., 2020).

Employee or employee voice can come in various forms depending on the organizational culture and communication structure (Ge, 2020). Employees can use these forms to convey their ideas, input, or concerns in a way that is most effective and appropriate to their work context (Stanojevic et al., 2020). The direct employee voice approach allows employees to communicate directly with management without going through an intermediary (Villiers, 2021). This approach will enable employees to quickly convey their ideas, criticisms, or solutions (Cox et al., 2021). Informal discussions, face-to-face meetings, or direct feedback sessions are the most common ways to realize direct voice (J. Liu et al., 2021). This method can increase organizational responsiveness because management can hear and respond to

employee input in real-time (Soomro et al., 2021). In addition, direct communication also strengthens relationships between individuals in the organization, creating a higher sense of trust and engagement (Wilkinson et al., 2021).

In contrast, implicit voice occurs when employee representatives are represented by a third party, such as an employee representative team or a union (Dedahanov et al., 2022b). Kemudim (Budd et al., 2023) states that this allows employees to voice their opinions collectively, giving them more power to negotiate and increasing their role in the organization's decision-making process. Using implicit voice, employee representatives can raise broad-reaching issues, such as job safety, wage policies, and general welfare, that may be difficult to convey individually. In addition, implicit communication helps management discover everyday employee needs or problems. This is because communication focuses on collective issues, not just individual issues (X. Liu et al., 2022).

Employees with better skills will be more committed to the organization and more motivated to communicate better to achieve organizational success (Nisar et al., 2020). According to research by Van Dyne and LePine (1998), two types of voices are commonly conveyed in everyday life: promotive and prohibitive. A prohibitive voice prevents things that harm the organization, such as losing time, difficulties in the process, and other risks. If organizations implement this voice behavior well, both will experience increased creativity, which will help achieve common goals (Ruck et al., 2017).

METHODS

This study is included in the literature and associative categories. This method is expected to find a clear pattern or form of influence among the variables studied. Ultimately, this method will provide a deeper understanding of the studied phenomenon. This study explains the existing relationship and predicts what will happen if one of the variables changes. Therefore, the findings of this study can be used to build broader theories and better decision-making practices. Medan Belawan Port will be the subject of this study. This study involved the Harbormaster's Office employees and the Belawan First Class Port Authority. For this study, the researcher used a total sample of 305 employees were selected for the research sample.

Parameters and Operational Variables
In more detail, the operationalization of variables to answer the problem identification can be seen in Table 1 below:

Table 1. Operational Definition of Variables

Variables	Variable Definition	Variable Indicator	Scale

Employee Performance (Y)	Employee performance is the achievement of individual tasks and responsibilities evaluated against organizational standards. This performance reflects how effective and productive an employee is in carrying out their work and contributing to the goals and results the organization wants to achieve.	1. Achievement of work targets or objectives 2. Productivity and efficiency in carrying out tasks 3. Quality of work results produced 4. Discipline and attendance at work 5. Ability to adapt and work in a team	Ordinal
Climate Stewardship (X1)	A stewardship climate is a work environment that encourages employees to act in the collective interests of the organization, strengthening responsibility and commitment to the common interest rather than only prioritizing individual interests.	1. Commitment to organizational goals 2. Teamwork orientation 3. Involvement in decision making 4. Concern for coworkers and work environment	Ordinal
Employee Voice (X2)	Employee voice merupakan tingkat keterlibatan pegawai dalam menyampaikan pendapat, ide, atau kritik yang konstruktif untuk memperbaiki proses dan meningkatkan kinerja organisasi.	1. Frequency of conveying ideas or suggestions 2. Courage to express opinions in forums 3. Openness to constructive criticism 4. Influence of input given on management decisions	Ordinal

Data Collection

The data collection procedure involves a series of steps involving searching, obtaining, collecting, and recording relevant data. The data collected can be primary data or secondary

data taken from existing literature or other sources. The data collection technique used is a questionnaire. The measurement scale in this study is a Likert scale with a gradation from the lowest to the highest.

Validity and Reliability

Validity testing is usually done to ensure whether the question items in a research instrument can measure what is intended to be measured. This test aims to assess how well the tools or components used are in accordance with the construct or variable being studied. Various concepts of validity can be used depending on the type of research and the purpose of the measurement. The types of validity commonly used in economic research are used in this study: construct validity and content validity. Construct validity measures the extent to which the items in a research instrument reflect the intended construct. In contrast, content validity measures the extent to which the items cover all aspects of the intended construct.

Data Analysis Method

This study uses Partial Least Square - Structural Equation Modeling (PLS-SEM) to analyze data to analyze paths with latent variables. This method is often called second-generation multivariate analysis (Ghozali, 2013). Based on variance, structural equation analysis (SEM) can test structural and measurement models simultaneously. One of the purposes of using Partial Least Square (PLS) is to make predictions, especially regarding predicting relationships between constructs. PLS also helps researchers obtain latent variable values for prediction purposes. The linear aggregate of related metrics is called a latent variable. The result is a reduction in residual variance from the dependent variable, including the indicators and latent variables.

RESULTS
The Effect of Stewardship Climate on Employee Performance

A stewardship climate is a workplace culture that encourages people to feel responsible and trusted in maintaining the organization's interests and their coworkers' well-being (Escrig & Gómez, 2019). In organizations, a stewardship climate can be interpreted as a culture that supports collaboration, trust, responsibility, and commitment to achieving common goals (Nijhof et al., 2019). When an organization has a strong stewardship climate, employees usually feel more motivated to make positive contributions and work with integrity for the common good and success of the organization (Medeiros & Hoppen, 2021).

According to Lachmund (2022), climate stewardship creates an emotional bond between employees and the organization, which increases employee commitment to their work. Employees are more motivated to work extra hard because this commitment improves performance (Kaapanda, 2023). Because they feel trusted and given full responsibility, employees are more motivated to perform to the best of their abilities. Employees have more freedom to work more effectively, improving overall performance (Badru et al., 2024). Climate stewardship also creates a work environment that supports collaboration. With this support and collaboration, knowledge and skills can be transferred, which increases team productivity and efficiency. As a result, individual and overall organizational performance can be substantially improved (Mahsud et al., 2024).

If the work environment has trust and shared responsibility, employees are less likely to have conflict in the workplace (Nelson et al., 2022). When conflicts between employees are minimized, employee job satisfaction levels increase. This makes employees more focused and productive. Employees feel more comfortable in the workplace and are more motivated to do their best to achieve organizational goals.

Previous studies have shown that climate management can improve employee performance (Murtaza et al., 2021; Kearns, 2022; Badru et al., 2024). A work environment supported by climate stewardship makes employees more open and adaptive. Employees will be motivated to improve their work continuously if this culture exists. They will also concentrate on achieving short-term targets (Neubaum et al., 2016). Proactive strategies improve overall performance and quality, resulting in more significant contributions to the company (Reddy, 2021). The management environment gives Employees a greater sense of ownership and responsibility. This encourages them to work harder to achieve common goals (Lachmund, 2022).

H1: Stewardship climate has a significant effect on employee performance

The Impact of Employee Voice on Employee Performance

Employee voice refers to employees' ability and opportunity to convey their ideas, input, and views on various aspects of the workplace (X. Liu et al., 2022). This idea also includes the organization's readiness to be open and receptive to employee opinions regarding policy formation and decision-making (Zhu et al., 2022). By encouraging employee voice, organizations provide space for employee participation and show that employee opinions are valued and considered in every process that affects the work environment and organizational progress (Dedahanov et al., 2022a).

Employees who feel heard and valued are more likely to be motivated to perform to the best of their ability (Speak et al., 2016). Listening to employees' opinions can increase their sense of ownership of their work, leading to higher satisfaction and motivation. When employees feel their voice is valued, they tend to be more loyal and committed to the organization (Ashiru

et al., 2022). Voice of the Employee allows employees to contribute innovative ideas and solutions, which can improve operational efficiency. Employees typically have a deep understanding of the day-to-day work processes, so their opinions can contribute to innovations that will enhance the productivity and quality of the organization's performance (Hosseini et al., 2022). Because employees have the freedom to voice their opinions without worrying about adverse consequences, the work environment becomes more open and friendly. This helps reduce anxiety and stress and encourages better collaboration among employees. This positive environment improves employees' psychological well-being, ultimately improving employee performance (Y. Song et al., 2022).

When employees can voice their opinions, they tend to be more satisfied and emotionally engaged with their jobs (Dua et al., 2023). Since employees have a strong connection with the company and feel they are being treated fairly, this can reduce absenteeism and turnover. Additionally, employee input helps management make more relevant and effective decisions because it provides a deeper understanding of the issues faced in the field (Ullah et al., 2023). By involving employees in the decision-making process, companies can reduce the chances of errors and make more accurate decisions. Thus, the organization's overall performance will increase (Nizam & Hameed, 2023).

According to previous studies, employee voice benefits employee performance (Amah, 2023; Yuan et al., 2023; Pourghafai et al., 2023). Because they have the opportunity to voice their opinions and thoughts, employees feel more connected to the company's goals and vision. This increases employee participation and engagement, directly correlated to better performance (Journal & Communication, 2023). When employees feel valued and heard, they tend to feel more accountable for what they do. They are also more motivated to perform to the best of their ability (Elifneh & Embilo, 2023). A higher sense of responsibility and motivation will encourage employees to work harder to achieve better results, which impacts the organization's overall performance (Sibunruang & Kawai, 2023).
 H2: Employee voice has a significant effect on employee performance

CONCLUSION
Based on the results of the research and analysis in the study above. It is concluded that Stewardship Climate influences employee performance. Likewise, the second variable, namely Employee voice, also positively and significantly influences employee performance. So, it can be said that the stewardship climate and employee voice play essential roles in advancing employee performance at Belawan Port. Therefore, leaders in the port company must consider both variables.

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