

## THE INFLUENCE OF EMPLOYEE VOICE ON EMPLOYEE PERFORMANCE THROUGH TRUST IN SUPERVISOR

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### ABSTRACT

*The main objective of this study is to determine the role of trust in supervisors in mediating the influence of employee voice on employee performance at the Harbormaster's Office and the Belawan Main Class Port Authority. The analytical method used in this study was Structural Equation Modeling (SEM) based on SmartPLS version 3. The study population consisted of 299 employees, who were also sampled using a total sampling technique. The results showed that employee voice directly had a positive and significant effect on trust in supervisors. Furthermore, employee voice and trust in supervisors had a positive and significant effect on employee performance. Furthermore, trust in supervisors played a significant role in mediating the influence of employee voice on employee performance. The implications of this research suggest that encouraging employees to voice their opinions can strengthen their trust in their superiors. Ultimately, these factors can improve employee performance and support achievements in the port or maritime services sector.*

**Keywords:** *Employee Voice, Trust in Supervisors, Employee Performance, Public Sector Management.*

### INTRODUCTION

The success of an organization is greatly influenced by the performance of its employees, who constitute its human resources (Wanta, 2021). In an increasingly complex and competitive workplace, employee performance depends not only on technical skills and knowledge but also on psychological and social factors formed in interpersonal relationships in the workplace (Amran, 2022). One crucial element influencing employee performance is trust in supervisors (Saleem et al., 2020a). This trust encompasses more than simply believing that a superior possesses the necessary abilities and competencies to lead, but also encompasses aspects of integrity, transparency, and goodwill in managing the organization and leading their team (Saleem et al., 2020).

A phenomenon observed at the Belawan Harbormaster and Port Authority office, where the superior's leadership style does not provide opportunities for employee involvement in decision-making or lacks transparency in communication, can undermine employee trust. This situation has the potential to hinder employee performance, as employees feel they lack freedom or are excluded from decision-making processes that impact their work. Then there's the discrepancy between promises made by superiors and actual actions taken. When employees perceive their superiors as inconsistent in implementing policies or failing to fulfill promises, their trust in them declines. This can lead to employees feeling unappreciated or treated unfairly, which ultimately impacts their commitment to their work and the organization.

Furthermore, employee voice, or the courage to freely express ideas, criticisms, and suggestions without fear, is a key element influencing performance (Huebner & Zacher, 2023). Employees who feel their opinions are valued tend to be more emotionally and actively engaged in the organization's collective efforts (Kura, 2021). This engagement supports increased innovation and efficiency, as employees who are encouraged to speak up can contribute new perspectives that are useful in solving problems (Miao, 2020). By being open to fresh and creative ideas, organizations can be more adaptive and responsive to changes in the external environment (Miao, 2020).

This lack of employee voice often results in important issues in daily operations going undetected or not being resolved quickly. Furthermore, potential innovations that could improve the effectiveness of port services are hampered because employees feel the work environment does not support creativity and new ideas. Given the significant responsibility of the Harbormaster's Office and the Belawan Port Authority in managing maritime safety and port operational efficiency, these shortcomings can have significant negative impacts, including slowing down incident responses and reducing the quality of service to stakeholders. Based on the emerging phenomena and previous research that the researcher has described, the researcher is interested in testing the extent to which Employee Voice Influences Employee Performance Through Trust in Supervisors at the Harbormaster's Office and the Belawan First Class Port Authority.

## **LITERATURE REVIEW**

### **1. Employee Performance (Y)**

Employee performance is crucial for the success of achieving company goals (Hadiansyah & Chandrarin, 2024). Companies strongly expect all employees to perform well. Furthermore, leadership will find it easier to place employees according to their abilities. Therefore, employee performance should be evaluated, with rewards and punishments given to employees who do not perform as expected (Peterson, 2024). According to Hasibuhan (2015), performance is the result of a person's work in carrying out assigned tasks, based on their skills, experience, dedication, and time commitment.

Performance assessments are essential for organizations. Government organizations also prioritize performance assessments as a benchmark for how well employees perform their duties and achieve organizational goals (Gogsido et al., 2024). Improving employee performance means assessing employees' ability to perform their work effectively, in order to achieve predetermined organizational goals (Aggarwal, 2024). Employee performance is crucial for both the company and the individual employee. With good performance, a company will be able to easily realize what has been planned, while for an employee himself, having good performance will increase his job promotion (McEvoy & Cascio, 1987).

### **2. Trust in Supervisors (Z)**

Trust in supervisors, often referred to as trust in supervisors, refers to an employee's belief that their supervisor will act with integrity, provide necessary support, and make fair decisions for the common good of the team or

organization (Niwes et al., 2024). This trust is crucial in the relationship between supervisors and subordinates, as it plays a major role in influencing work dynamics, communication, and overall performance within an organization (Yang et al., 2024). Employees who have a high level of trust in their supervisors tend to feel more secure in communicating, sharing ideas, and facing challenges in the workplace (Badru et al., 2024). This trust creates a more open and cooperative work environment, where employees feel valued and supported in achieving shared goals (Hakanen & Soudunsaari, 2012).

According to Taufiq & Sholihin (2024), trust in supervisors is divided into two main dimensions that influence the trust relationship between employees and supervisors: cognitive trust and affective trust. Previous research has shown that trust in supervisors has a direct and significant impact on employee performance (Kong et al., 2024). This trust creates a positive work environment where effective communication and transparency are well-established. Furthermore, relationships based on trust strengthen employees' sense of security and emotional engagement, thus encouraging them to contribute optimally (Azizah, 2021). Commitment to the organization also grows naturally, as employees feel they are an important part of the shared goal and play a role in the organization's success (Cohen, 2007).

### **3. Employee Voice (X)**

According to Dundon et al. (2021), employee voice is defined as a mechanism that allows employees to actively contribute to decisions that affect their work. Mowbray et al. (2023) argue that employee voice plays a crucial role in reducing employee turnover because employees feel in control and contribute to the work environment. Thus, employee voice helps increase employees' sense of ownership. Employee voice can take various forms, depending on the communication structure and culture of the organization (Miles & Mangold, 2014). These forms allow employees to express their ideas, input, or concerns in a manner that is most effective and appropriate to their work context (Stanojevic et al., 2020).

Furthermore, direct communication also strengthens relationships between individuals within the organization, creating a higher sense of trust and engagement (Wilkinson et al., 2021). Indirect voice, on the other hand, occurs through employee representation by a third party, such as a union or employee representative team (Dedahanov et al., 2022). Kemudim Budd et al. (2023) explains that indirect voice allows employees to express their collective voice, providing greater negotiating power and strengthening their position in the organization's decision-making process. With indirect voice, employee representatives can raise broad-based issues, such as wage policies, workplace safety, and general welfare, that may be difficult to address individually.

### **Research Hypothesis**

Based on the problem analysis, the hypothesis in this study can be described as follows:

H<sup>1</sup>: Employee voice has a significant influence on trust in supervisors at the Belawan First Class Harbormaster and Port Authority Office

H<sup>2</sup>: Employee voice has a significant influence on employee performance at the

Belawan First Class Harbormaster and Port Authority Office

H<sup>3</sup>: Trust in supervisors has a significant influence on employee performance at the Belawan First Class Harbormaster and Port Authority Office

H<sup>4</sup>: Employee voice has a significant influence on employee performance through trust in supervisors at the Belawan Class One Harbormaster and Port Authority Office.

## RESEARCH METHOD

This research falls into the associative or causal research category, aiming to uncover the relationships and influences between variables. In this study, the researcher aimed to identify and analyze how changes in one variable can affect other variables and to measure the strength of these relationships. The population in this study was 299 employees at the Main Class Harbormaster and Port Authority Office in Medan-Belawan. The sampling technique used in this study was a total sample, with 299 employees selected as the research sample. The data analysis technique used Partial Least Squares - Structural Equation Modeling (PLS-SEM) statistical analysis, which aims to analyze paths (path analysis) with latent variables.

The collected data can be primary data, obtained directly from primary sources through observation, interviews, or questionnaires, or secondary data drawn from the literature or other existing sources. In the Partial Least Squares (PLS) method, the analysis techniques used are Measurement Model Analysis (Outer Model) and Structural Model Analysis (Inner Model).

## RESULT AND DISCUSSION

### Descriptive Analysis

The following is a description table of respondents' answers to the questionnaire that was distributed to respondents, namely as follows:

#### Employee Voice Variable (X)

The description of the frequency of answers from respondents for the employee voice variable (X) based on the indicators that have been described in the form of statements is as follows :

**Table 1.** Employee Voice Variable Questionnaire Scores (X)

Answer	EV1	EV2	EV3	EV4	EV5	EV6	EV7	EV8	EV9	EV10	EV11	EV12
ST	3	2	1	1	1	2	4	2	1	1	1	2
%	3.0	2.3	1.3	1.0	1.7	2.7	4.0	2.3	1.7	1.3	1.7	2.3
T	2	2	2	3	2	2	1	2	2	2	2	2
%	7.4	6.7	8.0	10.0	7.7	8.7	5.0	8.4	8.7	8.7	7.4	7.4
K	4	4	4	4	4	3	3	4	5	4	4	4
%	15.7	13.7	15.4	15.4	15.4	13.0	13.0	14.4	16.7	14.4	13.4	16.4
S	15	16	14	14	15	15	14	14	13	14	14	14
%	50.5	54.8	47.5	47.5	52.2	50.5	49.8	49.8	46.2	49.5	49.5	47.8
S	7	6	8	7	6	7	8	7	8	7	8	7
%	24.3	22.4	27.9	26.1	23.3	25.3	28.3	25.3	26.8	26.1	28.3	26.1
<b>Total</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>

The table above can be described as follows:

1. For statement 1: "I often share work-related ideas or suggestions with my superiors or coworkers." Of the 299 respondents, 9 respondents gave a Strongly Disagree (STS) answer (3.0%), 22 respondents gave a Disagree (TS) answer (7.4%), 45 respondents gave a Somewhat Agree (KS) answer (15.1%), 151 respondents gave a Agree (S) answer (50.5%), and 72 respondents gave a Strongly Agree (SS) answer (24.1%). The average respondent's answer was in the Agree category with an average value of 3.52 which is in the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that most respondents feel that they often share work-related ideas or suggestions with their superiors or coworkers.
2. For statement 2: "I feel comfortable putting forward ideas or suggestions that can improve the efficiency or quality of work." Of the 299 respondents, 7 respondents responded Strongly Disagree (STS) (2.3%), 20 respondents responded Disagree (TS) (6.7%), 41 respondents responded Somewhat Agree (KS) (13.7%), 164 respondents responded Agree (S) (54.8%), and 67 respondents responded Strongly Agree (SS) (22.4%). The average respondent's answer fell into the Agree category with an average score of 3.60, which falls within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents feel comfortable putting forward ideas or suggestions that can improve the efficiency or quality of work.
3. For statement 3: "I strive to provide constructive advice or input at every opportunity." Of the 299 respondents, 4 respondents strongly disagreed (1.3%), 24 respondents disagreed (8.0%), 46 respondents somewhat agreed (15.4%), 142 respondents agreed (47.5%), and 83 respondents strongly agreed (27.9%). The average respondent's answer fell into the agree category with a mean score of 3.71, falling within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that most respondents strive to provide constructive suggestions or input at every opportunity.
4. For statement 4: "I do not hesitate to express my opinion in meetings or discussion forums." Of the 299 respondents, 3 respondents strongly disagreed (1.0%), 30 respondents disagreed (10.0%), 46 respondents somewhat agreed (15.4%), 142 respondents agreed (47.5%), and 78 respondents strongly agreed (26.1%). The average respondent's answer fell into the agree category with a mean score of 3.74, falling within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents do not hesitate to express their opinions in meetings or discussion forums.
5. For statement 5: "I feel confident speaking up and expressing my views in front of colleagues or superiors." Of the 299 respondents, there were 5 respondents who gave a Strongly Disagree (STS) answer (1.7%), 23 respondents gave a Disagree (TS) answer (7.7%), 46 respondents gave a Quite Agree (KS) answer (15.4%), 156 respondents gave an Agree (S) answer (52.2%), and 69 respondents gave a Strongly Agree (SS) answer (23.1%). The average respondent's answer was in the Agree category with an average value of 3.81 which is in the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that most respondents feel confident to speak and convey

- employee views in front of colleagues or superiors.
6. For statement 6: "I feel it is important to voice my opinion to contribute to decision-making." Of the 299 respondents, 8 respondents responded Strongly Disagree (STS) (2.7%), 26 respondents responded Disagree (TS) (8.7%), 39 respondents responded Somewhat Agree (KS) (13.0%), 151 respondents responded Agree (S) (50.5%), and 75 respondents responded Strongly Agree (SS) (25.1%). The average respondent's answer fell into the Agree category with an average score of 3.73, which falls within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents feel it is important for employees to voice their opinions to contribute to decision-making.
  7. For statement 7: "I am open to criticism or input to improve my performance." Of the 299 respondents, 12 respondents strongly disagreed (4.0%), 15 disagreed (5.0%), 39 somewhat agreed (13.0%), 149 agreed (49.8%), and 84 strongly agreed (28.1%). The average respondent's response fell into the agree category, with a mean score of 3.91, within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that most respondents are open to criticism or input to improve employee performance.
  8. For statement 8: "I view constructive criticism as an opportunity to grow and improve myself." Of the 299 respondents, 7 respondents strongly disagreed (2.3%), 26 respondents disagreed (8.7%), 43 respondents somewhat agreed (14.4%), 149 respondents agreed (49.8%), and 75 respondents strongly agreed (25.1%). The average respondent's answer fell into the agree category with a mean score of 3.85, falling within the range of  $N=3.41-4.20$ . Based on this data, it can be concluded that most respondents view constructive criticism as an opportunity for growth and self-improvement.
  9. For statement 9: "I do not feel insulted or defensive when receiving constructive criticism from colleagues or superiors." Of the 299 respondents, there were 5 respondents who gave a Strongly Disagree (STS) answer (1.7%), 22 respondents gave a Disagree (TS) answer (7.4%), 40 respondents gave a Quite Agree (KS) answer (13.4%), 148 respondents gave an Agree (S) answer (49.5%), and 84 respondents gave a Strongly Agree (SS) answer (28.1%). The average respondent's answer was in the Agree category with an average value of 3.84 which is in the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that most respondents do not feel insulted or defensive when receiving constructive criticism from colleagues or superiors.
  10. For statement 10: "I feel that my input or suggestions influence management decisions." Of the 299 respondents, 4 respondents strongly disagreed (1.3%), 26 respondents disagreed (8.7%), 43 respondents somewhat agreed (14.4%), 148 respondents agreed (49.5%), and 78 respondents strongly agreed (26.1%). The average respondent's answer fell into the agree category with a mean score of 3.74, which falls within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents feel that employee input or suggestions influence management decisions.
  11. For statement 11: "I see that the team's ideas and suggestions are valued and considered in the decision-making process." Of the 299 respondents, 5 respondents strongly disagreed (1.7%), 22 respondents disagreed (7.4%), 40

respondents somewhat agreed (13.4%), 148 respondents agreed (49.5%), and 84 respondents strongly agreed (28.1%). The average respondent's answer fell into the agree category with a mean score of 3.84, which falls within the range of N=3.41-4.20. Based on this data, it can be concluded that the majority of respondents perceive that the team's ideas and suggestions are valued and considered in the decision-making process.

- For statement 12: "Decisions made by management often reflect input provided by team members." Of the 299 respondents, there were 7 respondents who gave a Strongly Disagree (STS) answer (2.3%), 22 respondents gave a Disagree (TS) answer (7.4%), 49 respondents gave a Quite Agree (KS) answer (16.4%), 143 respondents gave an Agree (S) answer (47.8%), and 78 respondents gave a Strongly Agree (SS) answer (26.1%). The average respondent's answer was in the Agree category with an average value of 3.74 which is in the range of N = 3.41 - 4.20. Based on this data, it can be concluded that the majority of respondents feel that decisions taken by management often reflect input provided by team members.

### Trust in Supervisors variable (Z)

The description of the frequency of answers from respondents for the variable trust in supervisors (Z) based on the indicators that have been described in the form of statements is as follows :

**Table 2.** Trust in Supervisors Variable Questionnaire Scores (Z)

Answer	TS1	TS2	TS3	TS4	TS5	TS6	TS7	TS8	TS9	TS10	TS11	TS12
STS	5	5	9	7	9	10	8	11	10	11	11	14
%	1.7	1.7	3.0	2.4	3.0	2.0	3.4	2.7	2.4	2.0	2.4	1.4
TS	19	17	13	19	14	15	13	11	14	14	17	17
%	6.4	5.7	4.4	6.4	4.7	5.0	4.4	3.7	4.7	4.7	5.7	5.7
KS	13	39	38	48	49	50	50	46	44	43	38	43
%	12.2	13.2	12.8	16.2	16.6	16.9	16.9	15.3	14.9	14.3	11.8	14.5
S	150	160	153	150	144	149	149	157	150	152	164	157
%	50.7	54.1	51.7	52.7	49.3	50.3	50.3	53.0	50.7	51.4	55.4	53.0
SS	86	75	83	60	78	74	74	74	81	81	73	73
%	29.1	25.3	28.0	22.3	26.4	25.7	25.0	25.0	27.4	27.4	24.7	24.7
Total	299	299	299	299	299	299	299	299	299	299	299	299

Source: questionnaire tabulation, processed data, 2025

The table above can be described as follows :

- Statement 1: "I believe that my superior always acts honestly in every situation." Of the 299 respondents, 5 respondents responded Strongly Disagree (STS) (1.7%), 19 respondents responded Disagree (TS) (6.4%), 13 respondents responded Somewhat Agree (KS) (12.2%), 150 respondents responded Agree (S) (50.7%), and 86 respondents responded Strongly Agree (SS) (29.1%). The average respondent's answer was in the Agree category with an average score of 3.73, which is in the range of N = 3.41 - 4.20. Based on this data, it can be concluded that the majority of respondents feel that their superiors always act honestly in every situation.
- Statement 2: "I feel that my superior has high integrity in making decisions." Of the 299 respondents, 5 strongly disagreed (1.7%), 17 disagreed (5.7%), 39 somewhat agreed (13.2%), 160 agreed (54.1%), and 75 strongly agreed (25.3%). The average score fell into the "Agree" category, with a mean score

- of 3.79, within the range of  $N=3.41-4.20$ . Based on this data, it can be concluded that the majority of respondents feel that their superiors have high integrity in making decisions.
3. Statement 3: "I trust that my superior will not withhold important information from the team." Of the 299 respondents, there were 9 respondents who gave a Strongly Disagree (STS) answer (3.0%), 13 respondents gave a Disagree (TS) answer (4.4%), 38 respondents gave a Quite Agree (KS) answer (12.8%), 153 respondents gave an Agree (S) answer (51.7%), and 83 respondents gave a Strongly Agree (SS) answer (28.0%). The average respondent's answer was in the Agree category with an average value of 3.75 which is in the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents believe that employee superiors will not hide important information from the team.
  4. Statement 4: "I believe that my supervisor has sufficient skills and knowledge to lead the team well." Of the 299 respondents, 5 respondents responded Strongly Disagree (STS) (1.7%), 19 respondents responded Disagree (TS) (6.4%), 13 respondents responded Somewhat Agree (KS) (12.2%), 150 respondents responded Agree (S) (50.7%), and 86 respondents responded Strongly Agree (SS) (29.1%). The average respondent's answer fell into the Agree category with an average score of 3.73, which falls within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents believe that their supervisor has sufficient skills and knowledge to lead the team well.
  5. Statement 5: "I feel confident that my supervisor is capable of resolving problems that arise at work." Of the 299 respondents, 6 respondents strongly disagreed (2.0%), 15 respondents disagreed (5.1%), 50 respondents somewhat agreed (16.9%), 149 respondents agreed (50.3%), and 76 respondents strongly agreed (25.3%). The average respondent's response fell into the agree category, with a mean score of 3.77, within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents felt confident that their supervisors were capable of resolving problems that arise in the workplace.
  6. Statement 6: "My supervisor has sufficient expertise to provide clear and precise direction." Of the 299 respondents, there were 4 respondents who gave a Strongly Disagree (STS) answer (1.3%), 18 respondents gave a Disagree (TS) answer (6.0%), 36 respondents gave a Quite Agree (KS) answer (12.0%), 151 respondents gave an Agree (S) answer (50.5%), and 90 respondents gave a Strongly Agree (SS) answer (30.1%). The average respondent's answer was in the Agree category with an average value of 3.79 which is in the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents feel that employee superiors have adequate expertise to provide clear and precise directions.
  7. Statement 7: "I feel that my supervisor always supports my career development." Of the 299 respondents, 8 respondents responded Strongly Disagree (STS) (2.7%), 20 respondents responded Disagree (TS) (6.7%), 45 respondents responded Somewhat Agree (KS) (15.1%), 152 respondents responded Agree (S) (50.8%), and 74 respondents responded Strongly Agree (SS) (24.7%). The average respondent's answer fell into the Agree category

- with an average score of 3.73, which falls within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents feel that their supervisor always supports their career development.
8. Statement 8: "I believe that my supervisor cares about my well-being and job satisfaction." Of the 299 respondents, 7 respondents strongly disagreed (2.3%), 18 respondents disagreed (6.0%), 40 respondents somewhat agreed (13.4%), 152 respondents agreed (50.8%), and 82 respondents strongly agreed (27.4%). The average respondent's answer fell into the agree category with a mean score of 3.75, falling within the range of  $N=3.41-4.20$ . Based on this data, it can be concluded that the majority of respondents feel that their superiors care about their employees' well-being and job satisfaction.
  9. Statement 9: "My superior pays sufficient attention to the problems or needs I face at work." Of the 299 respondents, 10 respondents strongly disagreed (3.3%), 22 disagreed (7.4%), 41 somewhat agreed (13.7%), 140 agreed (46.8%), and 86 strongly agreed (28.8%). The average score was 3.80, falling within the range of  $N=3.41-4.20$ . Based on this data, it can be concluded that the majority of respondents felt that their superiors paid sufficient attention to the problems or needs they faced at work.
  10. Statement 10: "I feel comfortable expressing opinions or ideas to my superiors." Of the 299 respondents, there were 6 respondents who gave a Strongly Disagree (STS) answer (2.0%), 15 respondents gave a Disagree (TS) answer (5.0%), 37 respondents gave a Quite Agree (KS) answer (12.4%), 150 respondents gave an Agree (S) answer (50.2%), and 91 respondents gave a Strongly Agree (SS) answer (30.4%). The average respondent's answer was in the Agree category with an average value of 3.82 which was in the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents feel comfortable expressing opinions or ideas to their superiors.
  11. Statement 11: "I feel unafraid to communicate any problems or concerns I face at work." Of the 299 respondents, 7 respondents responded Strongly Disagree (STS) (2.3%), 17 respondents responded Disagree (TS) (5.7%), 42 respondents responded Somewhat Agree (KS) (14.0%), 140 respondents responded Agree (S) (46.8%), and 93 respondents responded Strongly Agree (SS) (31.1%). The average respondent's answer fell into the Agree category with an average score of 3.83, which falls within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents feel unafraid to communicate any problems or concerns they face at work.
  12. Statement 12: "My supervisor is always open and listens to input or suggestions provided by the team." Of the 299 respondents, there were 5 respondents who gave a Strongly Disagree (STS) answer (1.7%), 16 respondents gave a Disagree (TS) answer (5.4%), 43 respondents gave a Quite Agree (KS) answer (14.4%), 154 respondents gave an Agree (S) answer (51.5%), and 81 respondents gave a Strongly Agree (SS) answer (27.1%). The average respondent's answer was in the Agree category with an average value of 3.77 which is in the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents feel that the employee's superiors are always open and listen to input or suggestions provided by the team.

### Employee Performance Variables (Y)

The description of the frequency of answers from respondents for the employee performance variable (Y) based on the indicators that have been described in the form of statements is as follows :

**Table 3.** Employee Performance Variable Questionnaire Scores (Y)

Answer	KP1	KP2	KP3	KP4	KP5	KP6	KP7	KP8	KP9	KP10	KP11	KP12	KP13	KP14	KP15
<b>STS</b>	11	13	5	10	8	9	12	7	10	12	10	9	8	10	12
<b>%</b>	3.7	4.3	1.7	3.3	2.7	3.0	4.0	2.3	3.3	4.0	3.3	3.0	2.7	3.3	4.0
<b>TS</b>	16	13	21	15	17	17	17	19	13	14	13	16	18	17	16
<b>%</b>	5.4	4.4	7.0	5.0	5.7	5.7	5.7	6.4	4.3	4.7	4.3	5.4	6.0	5.7	5.4
<b>KS</b>	44	43	49	51	44	46	37	55	43	38	50	53	37	35	38
<b>%</b>	14.7	14.4	16.4	17.1	14.7	15.4	12.4	18.4	14.4	12.7	16.7	17.7	12.4	11.7	12.7
<b>S</b>	165	166	152	154	160	156	160	154	169	166	154	156	163	167	169
<b>%</b>	55.2	55.5	50.8	51.5	53.5	52.2	53.5	51.5	56.6	55.5	51.5	52.2	54.5	55.9	56.5
<b>SS</b>	63	64	72	69	70	71	73	64	64	69	72	65	73	70	64
<b>%</b>	21.1	21.4	24.1	23.1	23.4	23.7	24.4	21.4	21.4	23.1	24.1	21.7	24.4	23.4	21.4
<b>Total</b>	299	299	299	299	299	299	299	299	299	299	299	299	299	299	299

The table above can be described as follows :

1. Statement 1: "I always succeed in achieving the targets or goals set in my work." Of the 299 respondents, 11 respondents responded Strongly Disagree (STS) (3.7%), 16 respondents responded Disagree (TS) (5.4%), 44 respondents responded Somewhat Agree (KS) (14.7%), 165 respondents responded Agree (S) (55.2%), and 63 respondents responded Strongly Agree (SS) (21.1%). The average respondent's answer was in the Agree category with an average score of 3.85, which is in the range of N = 3.41 - 4.20. Based on this data, it can be concluded that the majority of respondents feel that their superiors always act honestly in every situation.
2. Statement 2: "I am satisfied with my achievements in meeting the work targets given." Of the 299 respondents, 13 respondents strongly disagreed (4.3%), 13 respondents disagreed (4.4%), 43 respondents somewhat agreed (14.4%), 166 respondents agreed (55.5%), and 64 respondents strongly agreed (21.4%). The average respondent's answer fell into the agree category with a mean score of 3.85, which falls within the range of N = 3.41 - 4.20. Based on this data, it can be concluded that the majority of respondents feel that the work performed is in accordance with employee competencies.
3. Statement 3: "I often exceed the targets set in my job." Of the 299 respondents, 5 respondents strongly disagreed (1.7%), 21 respondents disagreed (7.0%), 49 respondents somewhat agreed (16.4%), 152 respondents agreed (50.8%), and 72 respondents strongly agreed (24.1%). The average respondent's answer fell into the agree category with a mean score of 3.89, within the range of N = 3.41 - 4.20. Based on this data, it can be concluded that the majority of respondents stated that the employee work environment is sufficiently supportive of productivity.
4. Statement 4: "I can complete work efficiently and on time." Of the 299 respondents, 10 respondents strongly disagreed (3.3%), 15 disagreed (5.0%), 51 somewhat agreed (17.1%), 154 agreed (51.5%), and 69 strongly agreed

- (23.1%). The average score was 3.86, within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents felt that the rewards for their work were adequate.
5. Statement 5: "I am always looking for ways to improve productivity in my work." Of the 299 respondents, there were 8 respondents who gave a Strongly Disagree (STS) answer (2.7%), 17 respondents gave a Disagree (TS) answer (5.7%), 44 respondents gave a Quite Agree (KS) answer (14.7%), 160 respondents gave an Agree (S) answer (53.5%), and 70 respondents gave a Strongly Agree (SS) answer (23.4%). The average respondent's answer was in the Agree category with an average value of 3.89, which is in the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents felt they received positive appreciation from their colleagues.
  6. Statement 6: "I feel I can manage my time well to complete the various tasks assigned." Of the 299 respondents, 9 respondents responded Strongly Disagree (STS) (3.0%), 17 respondents responded Disagree (TS) (5.7%), 46 respondents responded Somewhat Agree (KS) (15.4%), 156 respondents responded Agree (S) (52.2%), and 71 respondents responded Strongly Agree (SS) (23.7%). The average respondent's answer fell into the Agree category with a mean score of 3.88, which falls within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents stated that communication in the workplace is healthy.
  7. Statement 7: "The results of my work always meet the expected quality standards." Of the 299 respondents, 12 respondents strongly disagreed (4.0%), 17 respondents disagreed (5.7%), 37 respondents somewhat agreed (12.4%), 160 respondents agreed (53.5%), and 73 respondents strongly agreed (24.4%). The average respondent's response fell into the agree category with a mean score of 3.89, within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents believe that the organization provides career development opportunities.
  8. Statement 8: "I ensure that every job I do is of high quality." Of the 299 respondents, 7 respondents strongly disagreed (2.3%), 19 respondents disagreed (6.4%), 55 respondents somewhat agreed (18.4%), 154 respondents agreed (51.5%), and 64 respondents strongly agreed (21.4%). The average respondent's answer fell into the agree category with a mean score of 3.83, which falls within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents feel that their superiors are supportive when facing work challenges.
  9. Statement 9: "I always strive to deliver the best work results in every task I undertake." Of the 299 respondents, there were 10 respondents who gave a Strongly Disagree (STS) answer (3.3%), 13 respondents gave a Disagree (TS) answer (4.3%), 43 respondents gave a Quite Agree (KS) answer (14.4%), 169 respondents gave an Agree (S) answer (56.6%), and 64 respondents gave a Strongly Agree (SS) answer (21.4%). The average respondent's answer was in the Agree category with an average value of 3.88, which is in the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents stated that employees are given flexibility in carrying out their duties.
  10. Statement 10: "I always arrive on time at work." Of the 299 respondents, 12

respondents responded Strongly Disagree (Strongly Disagree) (4.0%), 14 respondents responded Disagree (Disagree) (4.7%), 38 respondents responded Somewhat Agree (Somewhat Agree) (12.7%), 166 respondents responded Agree (Agree) (5.55%), and 69 respondents responded Strongly Agree (Strongly Agree) (23.1%). The average respondent's answer fell into the Disagree category with a mean score of 1.89, which is in the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents believe the organization supports work-life balance.

11. Statement 11: "I am rarely late or absent without a clear reason." Of the 299 respondents, 10 respondents strongly disagreed (3.3%), 13 disagreed (4.3%), 50 somewhat agreed (16.7%), 154 agreed (51.5%), and 72 strongly agreed (24.1%). The average respondent's answer fell into the agree category with a mean score of 3.88, within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents are proud to be part of the organization.
12. Statement 12: "I maintain discipline in carrying out the specified working hours." Of the 299 respondents, 9 respondents strongly disagreed (3.0%), 16 respondents disagreed (5.4%), 53 respondents somewhat agreed (17.7%), 156 respondents agreed (52.2%), and 65 respondents strongly agreed (21.7%). The average respondent's answer fell into the agree category with a mean score of 3.84, which falls within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents considered the training received quite helpful in carrying out their work.
13. Statement 13: "I easily adapt to changes in my job or work environment." Of the 299 respondents, 8 respondents strongly disagreed (2.7%), 18 respondents disagreed (6.0%), 37 respondents somewhat agreed (12.4%), 163 respondents agreed (54.5%), and 73 respondents strongly agreed (24.4%). The average respondent's answer fell into the agree category with a mean score of 3.92, which falls within the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents feel safe and free to express their opinions.
14. Statement 14: "I can work well in a team to achieve common goals." Of the 299 respondents, there were 10 respondents who gave a Strongly Disagree (STS) answer (3.3%), 17 respondents gave a Disagree (TS) answer (5.7%), 35 respondents gave a Quite Agree (KS) answer (11.7%), 167 respondents gave an Agree (S) answer (55.9%), and 70 respondents gave a Strongly Agree (SS) answer (23.4%). The average respondent's answer was in the Agree category with an average value of 3.9, which is in the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of respondents understand their duties and responsibilities well.
15. Statement 15: "I communicate effectively with my coworkers to achieve optimal results." Of the 299 respondents, 12 respondents gave a Strongly Disagree (STS) answer (4.0%), 16 respondents gave a Disagree (TS) answer (5.4%), 38 respondents gave a Somewhat Agree (KS) answer (12.7%), 169 respondents gave a Agree (S) answer (56.5%), and 64 respondents gave a Strongly Agree (SS) answer (21.4%). The average respondent's answer was in the Agree category with an average value of 3.86, which is in the range of  $N = 3.41 - 4.20$ . Based on this data, it can be concluded that the majority of

respondents feel they have an intrinsic drive to perform optimally.

## Requirements Analysis Test Results

### Measurement Model Analysis

Based on the outer loading validity test, all outer loading values were found to be  $>0.7$ , which means they met the validity requirements based on the outer loading value. Next, validity testing was conducted based on the average variance extracted (AVE) value. Furthermore, an adequate Average Variance Extracted (AVE) value in a model is indicated by a value above 0.5. According to Mahfud and Ratmono (2013), if the AVE exceeds this number, then the indicators in the construct are considered to have good discriminant validity. In this study, the AVE value for each construct was analyzed to assess the extent to which the latent variable is able to explain the variance of the indicators that form it. Meanwhile, Composite Reliability (CR) is used to measure the level of internal consistency of indicators in a single variable. A construct is said to have good reliability if its composite reliability value is greater than 0.6. Thus, the higher the CR value, the stronger the indicators in representing the latent variables measured in this research model.

**Table 4.** Validity Testing based on Average Variance Extracted (AVE)

	Average variance extracted (AVE)
Employee Voice (X)	0.606
Employee Performance (Y)	0.597
Trust In Supervisors (Z)	0.588

The recommended AVE value is above 0.5. All AVE values are  $>0.5$ , which means they meet the validity requirements based on AVE. Next, reliability testing is conducted based on the composite reliability (CR) value.

**Table 5.** Reliability Testing Based on Composite Reliability (CR)

	Composite reliability (rho_c)
Employee Voice (X)	0.948
Employee Performance (Y)	0.957
Trust In Supervisors (Z)	0.945

The recommended CR value is above 0.7. All CR values were found to be  $>0.7$ , which means they met the reliability requirements based on CR. Next, reliability testing was conducted based on Cronbach's alpha (CA) values.

**Table 6.** Reliability Testing based on Cronbach's Alpha (CA)

	Cronbach's alpha
Employee Voice (X)	0.941
Employee Performance (Y)	0.952
Trust In Supervisors (Z)	0.936

The recommended CA value is above 0.7. All CA values were found to be >0.7, which means they met the reliability requirements based on Cronbach's alpha. Next, discriminant validity testing was conducted using the HTMT approach. Table 7 presents the results of the discriminant validity testing.

**Table 7.** Discriminant Validity Testing: HTMT

	Employee Voice (X)	Kinerja Pegawai (Y)
Employee Voice (X)	0.055	
Employee Performance (Y)	0.515	
Trust In Supervisors (Z)	0.409	0.861

Based on the results of the discriminant validity test using the HTMT approach, all values are known to be <0.9, which means that it is concluded that the discriminant validity requirements based on the HTMT approach have been met. After evaluating the discriminant validity, an examination is then carried out to determine whether multicollinearity problems occur in the latent variables Employee Voice (X), Trust in Supervisors (Z), and Employee Performance (Y). Examination of the occurrence of multicollinearity problems can be carried out using the variance inflation factor (VIF) value approach. Table 8 presents the VIF values for the multicollinearity examination.

**Table 8.** Multicollinearity Test

	VIF
Employee Voice (X2) -> Employee Performance (Y)	1.217
Employee Voice (X2) -> Trust In Supervisors (Z)	1.005
Trust In Supervisors (Z) -> Employee Performance (Y)	1.694

Based on the results of the multicollinearity test in Table 8, it is known that all VIF values are <5, which means that there are no multicollinearity problems in the latent variables Employee Voice (X), Trust in Supervisors (Z), and Employee Performance (Y).

**Structural Model Analysis (Inner Model)**

**R Square**

Based on the data processing that has been carried out using the smart PLS 3.0 program, the R-Square value obtained is as follows:

**Table 9. R-Square**

	R-square
Employee Performance (Y)	0.788
Trust In Supervisors (Z)	0.410

It is known that the R-Square value of Employee Performance (Y) is 0.788, which means that Employee Voice (X), Trust in Supervisors (Z) are able to explain or influence Employee Performance (Y) by 78.8%. It is known that the R-Square value of Trust in Supervisors (Z) is 0.410, which means that Employee Voice (X) is able to explain or influence Trust in Supervisors (Z) by 41%.

**Predictive Relevance (Q<sup>2</sup>)**

The Q<sup>2</sup> value has the same meaning as the coefficient of determination (R-Square). A large Q-Square value (Q<sup>2</sup>) of 0 indicates the model has predictive relevance, conversely, if a value (Q<sup>2</sup>) is less than 0, this indicates the model has less predictive relevance; or in other words, where all Q<sup>2</sup> values are higher, the model can be considered to fit the data better.

**Tabel 10. Q-Square**

	Q <sup>2</sup> (=1-SSE/SSO)
Employee Performance (Y)	0.466
Trust In Supervisors (Z)	0.236

It is known that the Q-Square value of Employee Performance (Y) is 0.466 > 0, which means that Employee Voice (X), Trust In Supervisors (Z) have predictive relevance to Employee Performance (Y). It is known that the Q-Square value of Trust In Supervisors (Z) is 0.236 > 0, which means that Employee Voice (X) has predictive relevance to Trust In Supervisors (Z).

**T-statistic test (Bootstrapping)**

**Direct and Indirect Influence**

Hypothesis testing in this study was conducted by observing the probability value (p-value) and the level of significance of the relationship between the analyzed variables. The decision-making criteria used were: if the probability value (p) is less than 0.05 (p < 0.05), then the relationship between the variables is declared statistically significant and therefore worthy of further analysis. Conversely, if the p-value exceeds 0.05, the relationship is considered insignificant. In addition to the p-value, significance can also be determined using the t-statistic, provided that the t-value must be greater than the t-table at the 5% significance level (i.e., > 1.98). Therefore, the influence path between variables in the model is considered significant if the calculated t-value is greater than 1.98, or if the standardized coefficient value exceeds the same threshold. The complete details of the hypothesis testing results are presented in the following table.

**Table 11. Path Coefficient Test & Significance of Direct and Indirect Influence**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Employee Voice (X) -> Trust In Supervisors (Z)	0.354	0.350	0.096	3.672	0.000
Employee Voice (X) -> Employee Performance (Y)	0.268	0.255	0.080	3.363	0.001

Trust In Supervisors (Z) -> Employee Performance (Y)	0.520	0.536	0.121	4.300	0.000
Employee Voice (X) -> Trust In Supervisors (Z) -> Employee Performance (Y)	0.184	0.192	0.079	2.324	0.020

Based on the results in Table 11, the following results were obtained:

1. Employee Voice (X) has a positive effect on Trust in Supervisors (Z), with a coefficient value (Original Sample column) of 0.354 and is significant, with a T-statistic of  $3.672 > 1.96$  and a P-value of  $0.000 < 0.05$ .
2. Employee Voice (X) has a positive effect on Employee Performance (Y), with a coefficient value (Original Sample column) of 0.268 and is significant, with a T-statistic of  $3.363 > 1.96$  and a P-value of  $0.001 < 0.05$ .
3. Trust in Supervisors (Z) has a positive effect on Employee Performance (Y), with a coefficient value (Original Sample column) = 0.520, and is significant, with T-Statistics =  $4.300 > 1.96$  and P-Values =  $0.000 < 0.05$ .
4. Trust in Supervisors (Z) significantly mediates the relationship between Employee Voice (X) and Employee Performance (Y), with T-Statistics =  $2.324 > 1.96$  and P-Values =  $0.020 < 0.05$ .

## DISCUSSION

### The Influence of Employee Voice on Trust in Supervisors

The results of this study's hypothesis testing indicate that employee voice has a positive effect on trust in supervisors at the Belawan Main Class Harbormaster and Port Authority Office. With a coefficient of 0.354, a t-statistic of 3.672 ( $>1.96$ ), and a p-value of 0.000 ( $<0.05$ ), this result indicates a significant relationship at the 95% confidence level. This indicates that the more open and active employees are in voicing their opinions or input (employee voice), the higher their level of trust in their superiors.

Theoretically, this finding supports theories related to employee engagement and organizational communication, particularly social exchange and leader-member exchange (LMX) theories. These findings align with those of Se et al. (2022), who added that employee voice has the potential to influence employee trust in superiors. However, the effectiveness of this influence is not absolute and is highly dependent on other factors such as the leadership style implemented and the existing organizational culture. In organizations with open leadership and an inclusive communication style, employee voice has more potential to increase trust between superiors and subordinates.

The results of this study indicate that employee voice positively influences trust in supervisors at the Belawan Main Class Harbormaster and Port Authority Office. This finding implies the importance of managers creating an organizational culture that supports open communication and allows employees to voice their opinions without fear of retaliation. Managers need to develop inclusive leadership that listens to employee voices and involves them in the decision-making process, thereby increasing a sense of ownership and commitment to decisions made. Effective implementation of employee voice will

foster more harmonious, productive, and high-performance workplace relationships. Therefore, training programs for managers in communication skills and trust-based leadership are key to creating a healthy work environment and supporting overall organizational growth.

### **The Influence of Employee Voice on Employee Performance**

The results of the hypothesis testing indicate that employee voice has a direct positive effect on employee performance at the Belawan Main Class Harbormaster and Port Authority Office, with a coefficient value (Original Sample column) of 0.268 and a significant effect, with a T-statistic of  $3.363 > 1.96$  and a P-value of  $0.001 < 0.05$ . These results support the theory proposed by Glynn & DeJordy (2015), which states that employee voice, or employee involvement in decision-making, can improve performance because employees feel valued and more committed to their work. Furthermore, research by Morrison (2014) also explains that employee voice enables organizations to identify internal problems more quickly and develop more effective solutions, ultimately resulting in improved performance.

Research on employee voice increasingly reveals its significant impact on organizational performance. Kim and Cho (2023) show that providing opportunities for employees to voice their opinions can improve organizational performance, especially in the face of high-performance demands. In the context of high-performing organizations, Badru et al. (2024) emphasized that employee voice is a key element. Employee voice not only increases employee engagement but also contributes to overall organizational effectiveness. When employees feel valued and their voices are heard, they are more motivated to contribute their best.

Practically, the results of this study have significant implications for human resource (HR) management at the Belawan Harbormaster's Office and First Class Port Authority, as well as other organizations. Managers need to provide a space for employees to express their opinions, both through formal and informal channels. This approach will not only increase employee satisfaction but also directly contribute to improved organizational performance. Therefore, organizations need to implement policies that support active employee participation, such as ensuring open communication and transparency in the decision-making process. With these steps, organizations can create a more inclusive and productive work environment, which will optimally support the achievement of organizational goals.

### **The Influence of Trust in Supervisors on Employee Performance**

Based on the results of hypothesis testing, it was found that trust in supervisors had a positive and significant effect on employee performance at the Belawan Main Class Harbormaster and Port Authority Office. A coefficient value of 0.520 indicates a strong relationship between employee trust in superiors and improved performance. A t-statistic of 4.300 (greater than 1.96) and a p-value of 0.000 (less than 0.05) indicate that this relationship is statistically significant.

Research by Colquitt et al. (2023) shows that trust in superiors is a strong predictor of employee performance across various types of organizations. When employees feel trusted by their superiors, they tend to be more motivated to

work hard, commit to their tasks, and achieve organizational goals. Mayer and Gavin (2022) examined the dimensions of trust in superior-subordinate relationships and their impact on performance. They explained that trust is related not only to the superior's integrity and competence but also to mutual respect and emotional support. Furthermore, Wang and Zhang (2023) highlighted how trust in leadership influences employee performance through motivation.

Practically, these results indicate that to improve employee performance, it is crucial for leaders at the Belawan First Class Harbormaster and Port Authority Office to create a climate that supports trust. Trust between superiors and subordinates serves as a strong foundation for effective working relationships. Leaders who can build and maintain trust with their employees will be able to improve overall employee performance. When employees feel trusted, they feel more valued, which in turn increases their motivation and engagement in their work. Therefore, leaders who can foster trust in the workplace will create a more efficient, adaptive, and productive organization, and encourage the achievement of better long-term goals.

### **The Influence of Employee Voice on Employee Performance Through Trust in Supervisors**

Based on the results of the hypothesis testing, it was found that trust in supervisors plays a significant role in mediating the relationship between employee voice and employee performance at the Belawan Main Class Harbormaster and Port Authority Office. A t-statistic of 2.324 (greater than 1.96) and a p-value of 0.020 (less than 0.05) indicate that this mediation role is statistically significant. This means that greater employee voice, reflecting greater employee participation and input, can directly improve employee performance through trust in superiors.

These research findings align with findings by Morrison (2023), who found that employee voice has a direct impact on employee performance, especially when supported by trust in superiors. According to Dirks and Ferrin (2023), trust in superiors serves as a mediator in the relationship between employee voice and employee performance. Trust established between leaders and employees creates an atmosphere in which employee ideas and input are valued. When employees feel their voices are heard and valued, they are more motivated to contribute optimally. Furthermore, Abu Bakar et al. (2010) found that trust in supervisors mediates the relationship between open communication, such as employee voice, and improved employee performance. When this trust is established, employees feel more valued and supported, which motivates them to contribute their best to their work.

Practically, these findings suggest that to improve employee performance at the Belawan Harbormaster and Port Authority Office, organizations need to support employee voice by creating strong trust between leaders and employees. By building relationships based on trust, leaders can ensure that employee input is truly valued, creating an environment where employees feel safe to voice their opinions and ideas. Established trust enables more open communication and more effective collaboration, which encourages employee engagement in their work. Creating relationships based on trust also strengthens commitment to

organizational goals, increases productivity, and ensures better achievement of long-term goals at the Belawan Harbormaster and Port Authority Office.

## CONCLUSION

Based on the research results and discussion presented previously, the following conclusions can be drawn:

1. Employee voice directly has a positive and significant effect on trust in superiors at the Port Manager's Office and the Belawan First Class Port Authority, with a coefficient of 0.354, a T-statistic of 3.672, and a P-value of 0.000, indicating that the first hypothesis is accepted.
2. Employee voice directly has a positive effect on employee performance at the Port Manager's Office and the Belawan First Class Port Authority, with a coefficient of 0.268, a T-statistic of 3.363, and a P-value of 0.001, indicating that the second hypothesis is accepted.
3. Trust in superiors directly has a positive effect on employee performance at the Port Manager's Office and the Belawan First Class Port Authority, with a coefficient of 0.520, a T-statistic of 4.300, and a P-value of 0.000, indicating that the third hypothesis is accepted.
4. Indirectly, trust in superiors has a significant role in mediating employee voices regarding employee performance at the Port Chief's Office and Belawan First Class Port Authority, with a T statistic of 2.324 and a P value of 0.020, which indicates that the fourth hypothesis or mediation is accepted.

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