

Can Organizational Climate Stewardship Significantly Impact Employee Voice? The Mediating Role of Trust in Supervisors

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ABSTRACT

The digital transition has instigated substantial alterations in the publishing sector, necessitating adaptation from all organizational components. This research seeks to examine the mediating function of supervisory trust in the link between stewardship atmosphere and employee voice at PT. Litera Mediatama, Malang. The study population consisted of all 49 workers of the organization, using a saturation sample approach. Data were gathered using surveys and processed with SmartPLS 4.1.0.8. The results show that (1) the stewardship climate did not have a meaningful direct effect on employee voice ($\beta=0.098$, $p>0.05$); (2) the stewardship climate had a strong positive effect on trust in supervisors ($\beta=0.914$, $p<0.001$); and (3) trust in supervisors completely mediated the relationship, having a significant indirect effect ($\beta=0.748$, $p<0.001$). The results indicate that confidence in supervisors is essential for converting organizational atmosphere into active employee engagement. The practical consequences encompass (a) establishing leadership training programs centred on transparency, (b) instituting bidirectional feedback mechanisms, and (c) initiatives aimed at enhancing supervisor-subordinate relationships. This research enhances the literature by validating psychological processes (trust) as a conduit between organizational policy and employee behaviour within the creative sector setting. It is advisable to do more research with a more extensive sample size to enhance the external validity of the results.

Keywords: *employee voice; publishing industry; stewardship climate; trust in supervisor.*

INTRODUCTION

The publishing industry encompasses the production and distribution of literature and information through printed materials, including books, magazines, and newspapers. In Indonesia, the number of publishers has significantly increased, as evidenced by data from the National Library, which recorded 31,752 active publishers during the 2015-2020 period. This trend indicates ongoing development in literacy and the publishing industry (Wulan Sari & Wati, 2023). This industry has faced a decline of up to 50% as a result of the Covid-19 pandemic and diminished interest in reading among the Indonesian population. Consequently, many employees ceased working due to a significant reduction or complete loss of income from printed book sales (Arta, 2024). Business actors initiated various innovations, particularly

by leveraging digital platforms to enhance their presence and competitiveness (Nugraha dkk., 2023).

The digital revolution compels scientific publishing to embrace online publishing platforms such as the Open Journal System (OJS) and Open Monograph Press (OMP), enhancing the administration and dissemination quality of scientific works (Mahelingga, 2022). Publishers need skilled human resources to endure and navigate the digital revolution (Piccoli et al., 2024). Moreover, rigorous human resource management, encompassing authors, editors, illustrators, and proficient leadership, is essential for sustaining innovation and competitiveness in publishing items (Rodin et al., 2024). Effective leadership fosters an atmosphere in which people feel appreciated, engaged, and aligned with the organization's objectives; therefore, it promotes sustainable development. Transformational and servant leadership styles have a good association with employee excitement, commitment, and engagement (Umi Rusilowati dkk., 2025).

The Indonesian publishing sector is undergoing intricate dynamics; nonetheless, with technology advancements and effective human resource management, it has significant potential for growth and enhancing national literacy. PT. Litera Mediatama, often referred to as Litera Mediatama Publishing, is a prominent publishing company in Malang. This business is an independent publishing firm situated in Malang, East Java, Indonesia. This firm was established in 2015 and, four years later, was impacted by Covid-19; nonetheless, it promptly adapted to the changes in the commercial climate at that time. The incident prompted the executives to ensure that all staff were included in the decision-making process.

In 2023, one of the initiatives conducted by PT. Litera Mediatama had exceptional results (Davit Lestari et al., 2024), necessitating that all workers exert more effort to attain the company's objectives. Due to more competitors, employees must be concise and brave when presenting ideas to the company. The objective of this research is to determine whether the management of organizational climate via stewardship principles positively influences the voice of PT. Litera Mediatama workers in fostering equivalent satisfaction with organizational achievement.

According to (Donaldo & Martdianty, 2023), such an atmosphere will encourage workers to be more vocal about their thoughts and proposals, which may in turn boost the company's performance.

The recent study by (Badru et al., 2024) identifies an empirical gap, indicating that there is a direct negative correlation between stewardship climate and employee voice. As noted by (Badru et al., 2024) the impact of an overly demanding stewardship climate can create

significant pressure and compel compliance, leading to discomfort among employees and a hesitance to express their opinions. This establishes a research gap highlighting the necessity of examining the role of trust in supervisors as a mediating factor that connects stewardship climate and employee voice.

Prior studies have indicated that employee voice may be understood as the capacity of employees to express their ideas and offer feedback to the organization without the apprehension of adverse repercussions (Um-E-Rubbab & Mehdi Raza Naqvi, 2020). In this endeavor, it is essential for senior leaders to provide support that fosters an environment where employees feel empowered to express their thoughts, thereby enabling them to contribute innovative ideas for the organization (Ashfan et al, 2024). This approach is pertinent to the concept of Leader-Member Exchange (LMX) theory, which posits that fostering strong relationships characterized by mutual trust and respect, alongside the cultivation of a healthy organizational environment, enhances the alignment of understanding between leaders and employees. Such dynamics are likely to bolster the courage and motivation of employees to engage actively within the organization (Santoso et al., 2022). To achieve this, it is essential for employees to have confidence in their supervisors, believing that these leaders possess the capability to cultivate a stewardship climate, which entails the responsible management and flourishing of both employees and organizations, as indicated by research (Enggal & Anjaningrum, 2024) The research elucidates that when organizational leaders prioritize honesty and foster constructive relationships with employees particularly concerning suggestions, ideas, and the rationale behind decision-making employees are more likely to self-motivate and develop trust in their supervisors. This trust positions supervisors as role models in the execution of tasks (Enggal & Anjaningrum, 2024). Such behavior will yield a beneficial effect, as a higher level of trust in the supervisor correlates with increased creativity among employees (Kulachai et al., 2024).

organizational climate that supports long-term sustainability. Encourage employees to engage actively in articulating their ideas, suggestions, or critiques for collective assessment. The significance of employees' trust in their leaders, particularly in supervisors, is paramount. When this trust is robust, employees experience a sense of safety, ensuring that their voices are acknowledged and valued without fear of repercussions.

This study aims to do four things: first, find out if a good stewardship climate affects how much employees speak up; second, see if having a positive stewardship climate builds employee trust in their bosses; third, check if trust in leaders makes it easier for employees to share their ideas or concerns; and fourth, look into whether trust in leaders helps create a

stewardship-focused organization where leaders care more about the organization than their own interests. This fosters a feeling of ease and trust among workers, encouraging them to express their opinions without fear of adverse consequences.

This paper is divided into 5 main parts: (1) introduction, which explains the background of why this research should be conducted; (2) research methods used; (3) data analysis results; (4) discussion; and (5) conclusion, which also includes theoretical and practical implications and recommendations for future research.

RESEARCH METHOD

Research Design

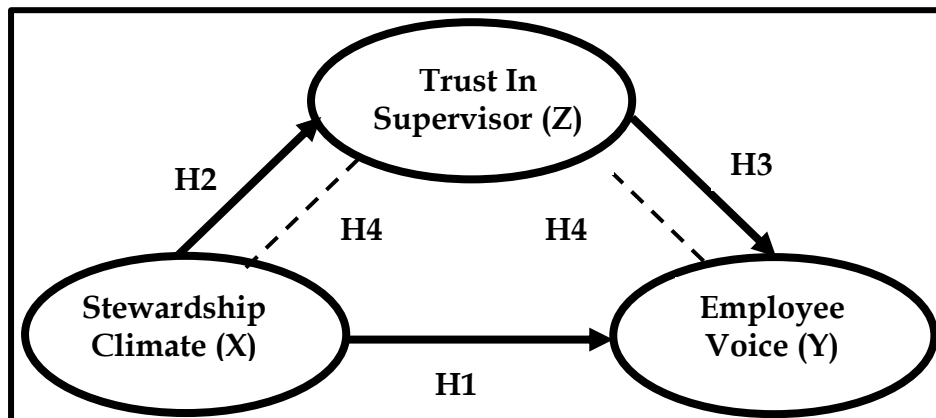


Figure 1. Conceptual Framework

Research Hypotheses:

- H1: An effective stewardship environment plays a crucial role in fostering employee voice behavior.
- H2: An effective stewardship environment encourages a sense of worker trust, rooted in confidence in the supervisor.
- H3: When employees possess confidence in their supervisors, they are more inclined to engage actively and courageously in expressing their perspectives through employee voice.
- H4: The role of trust in a supervisor is pivotal as a mediation in the interplay between stewardship climate and employee voice.

Population and Sample

Table 1. Employee Job Field

Job Field	Number of People
Administration	6
Finance	5
Marketing	8
Editor	10
Layout Designer	8
Graphic Design	7
Expert Team	5
Total	49

Source: PT. Litera Mediatama, Malang

According to gender distribution, the majority of employees are female, comprising 30 individuals (61%), while males account for 19 individuals (39%). An analysis of the education levels among employees reveals that the majority, comprising 45 individuals (92%), hold a bachelor's degree, while a minority of 4 individuals (8%) possess a high school education. In terms of age distribution, the majority of employees fall within the 23-30 age range, comprising 34 individuals, which accounts for 69% of the total. The remaining employees, totalling 15 individuals, are aged between 31 and 38, representing 31% of the workforce.

Data collection and measurement

Table 2. Latent Construct Measurement

Latent Construct	Dimensions	Items Measurement
<i>Organizational Climate Stewardship (X)</i> (Neubaum, Thomas, Dibrell, & Craig, 2017)	<i>Organizational Identification</i>	X1.1 Organizational success is directly proportional to personnel achievement. X1.2 Every employee takes pleasure in their work, which helps us feel positive about ourselves when the firm receives recognition. X1.3 Employees are more than simply workers since they have a stake in the success of the company's affiliates.
	<i>Collectivism Orientation</i>	X2.1 Collaborative problem-solving is greatly enhanced by cohesive teams. X2.2 The greatest outcomes in performance are often the consequence of teamwork. X2.3 Collaboration within a team is crucial for establishing a successful organization.

<i>Involvement Orientation</i>	X3.1 Employee feedback plays a role in managers' decision-making processes. X3.2 Managers endeavor to achieve agreement among workers when making crucial decisions. X3.3 A manager's job is to unite their staff around a common goal or objective. Rather than for selfish reasons.
<i>Intrinsic Motivation</i>	X4.1 the manner in which managers express gratitude to staff. X4.2 managers' practices on performance-based loans to workers. X4.3 how management recognizes and rewards people for their hard work and success
<i>Employee Voice</i> (Y) (Ashfan et al., 2024; Donaldo & Martdianty, 2023)	Y1 Workers provide feedback on how to do their jobs better and how to streamline their operations. Employee initiatives are often a part of this. Y2 Workers express their disapproval of actions they believe are harmful to the company or lack ethics. Y3 Employees' level of comfort in providing constructive criticism and suggestions without fear of retaliation. Y4 Supervisors' encouragement of staff members to share their thoughts and opinions. Y5 The extent of employee engagement inside the firm, which motivates them to provide constructive feedback and recommendations. Y6 The organization's responsiveness to employee input, including the execution of suggested ideas and acknowledgment of employee perspectives.
<i>Trust in Supervisor</i> (Z) (Enggal & Anjaningrum, 2024)	Z1 Employees are convinced that supervisors possess the requisite skills and expertise for successful leadership. Z2 Employees trust their managers to have genuine concern about their well-being. Z3 Workers have faith that their superiors are trustworthy since they always do what's right. Z4 The impression of dependability is fostered when employees think their superiors will adhere to their commitments.

Source: Created by the Authors (2025)

RESULT AND DISCUSSION

Outer-Model Measurement of PLS-SEM

Outer-model measurement is essential for assessing the validity and reliability of research tools. The convergent validity test in this research was performed to assess the Loading Factor and AVE values. Reliability is assessed by an examination of Cronbach's Alpha

and composite reliability scores. The research instrument is considered legitimate if the loading factor exceeds 0.7, and the variable is deemed valid if the AVE value surpasses 0.5. The research instrument is deemed dependable if the Cronbach's Alpha exceeds 0.6 and the Composite Reliability surpasses 0.8.

Stewardship Climate, Employee Voice, and Trust in Supervisor possess Loading Factor values over 0.7, indicating that the research instrument is VALID. Furthermore, the AVE values shown in Figure 2, each above 0.5, indicate that the research instrument is deemed VALID.

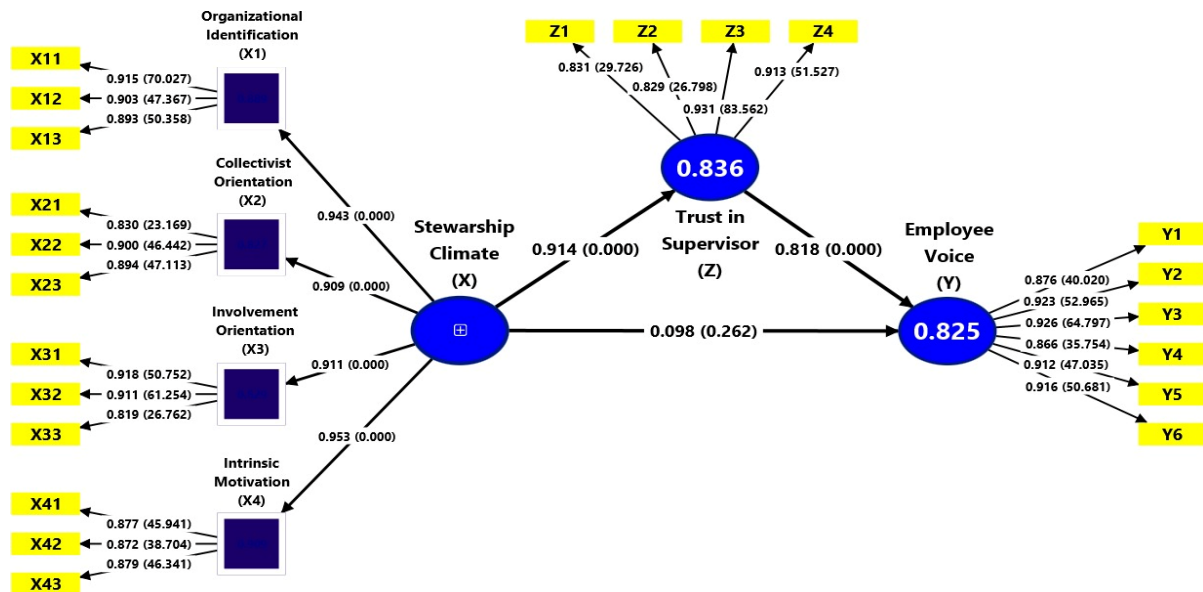


Figure 2. PLS-SEM Graphical Output – SmartPLS 4.1.0.8 (2025)

Table 3. Reliability and Validity Test

Latent Construct	CA	CR (rho_a)	CR (rho_c)	AVE
Stewardship climate (X)	0.956	0.957	0.961	0.676
Trust in Supervisor (Z)	0.899	0.907	0.930	0.770
Employee Voice (Y)	0.955	0.956	0.964	0.816

Source: SmartPLS 4.1.0.8 Software Output (2025)

The reliability of an instrument can be assessed through the value of Cronbach's alpha, which should exceed 0.6. The composite reliability value exceeds 0.8. Table 2 indicates that the research instrument demonstrates validity, as evidenced by a Cronbach's alpha value exceeding 0.6. The composite reliability value exceeds 0.8 for each latent construct.

Discriminant Validity

(FL) value for the Stewardship Climate (SC) variable is 0.918, which exceeds the correlation of Stewardship Climate (SC) with Trust in Supervisor (TIS) at 0.914, as well as the

correlation of Stewardship Climate (SC) with Employee Voice (EV) at 0.098. The Fornell Lacker (FL) value for the Trust in Supervisor (TIS) variable stands at 0.917, exceeding the correlation of Trust in Supervisor (TIS) with Employee Voice (EV) at 0.818, as well as the correlation of Trust in Supervisor (TIS) with Stewardship Climate (SC) at 0.914. The Fornell Lacker (FL) value for the Employee Voice (EV) variable is 0.903, exceeding the correlation of Employee Voice (EV) with Stewardship Climate (SC) at 0.098 and the correlation of Employee Voice (EV) with Trust in Supervisor (TIS) at 0.818.

Table 4. Fornell Larcker Criterion

	SC (X)	TIS(Z)	EV (Y)
SC (X)	0.918	0.914	0.098
TIS(Z)		0.917	0.818
EV(Y)			0.903

Source: SmartPLS 4.1.0.8 Software Output (2025)

Table 5. Cross-loading value

Item	Stewarship Climate (X)	Employee Voice (Y)	Trust in Supervisor (Z)
X11	0.846	0.770	0.770
X11	0.846	0.770	0.770
X12	0.855	0.665	0.754
X12	0.855	0.665	0.754
X13	0.855	0.696	0.706
X13	0.855	0.696	0.706
X21	0.798	0.736	0.748
X21	0.798	0.736	0.748
X22	0.762	0.739	0.864
X22	0.762	0.739	0.864
X23	0.824	0.712	0.785
X23	0.824	0.712	0.785
X31	0.848	0.730	0.808
X31	0.848	0.730	0.808
X32	0.837	0.585	0.749
X32	0.837	0.585	0.749
X33	0.724	0.645	0.610
X33	0.724	0.645	0.610
X41	0.814	0.732	0.765
X41	0.814	0.732	0.765
X42	0.840	0.673	0.755
X42	0.840	0.673	0.755
X43	0.850	0.656	0.694
X43	0.850	0.656	0.694
Y1	0.778	0.876	0.840
Y2	0.733	0.923	0.784

Item	Stewardship Climate (X)	Employee Voice (Y)	Trust in Supervisor (Z)
Y3	0.802	0.926	0.863
Y4	0.767	0.866	0.820
Y5	0.720	0.912	0.765
Y6	0.775	0.916	0.836
Z1	0.833	0.785	0.831
Z2	0.682	0.675	0.829
Z3	0.823	0.891	0.931
Z4	0.856	0.814	0.913

Source: SmartPLS 4.1.0.8 Software Output (2025)

Items associated with latent constructs can be deemed valid when their loading factor on the construct exceeds the loading factor on alternative constructs. Table 5 indicates that the loading factor for each variable indicator exceeds the loading factor values of the other variables. Consequently, every indicator utilized to assess a variable can be regarded as valid.

Inner Model Measurement of PLS-SEM

This study evaluates the R-square value, indicating the proportion of the independent variable's influence on the dependent variable. The independent variable is considered significantly valid in relation to the dependent variable when its R-square value reaches a minimum of 0.67. The data presented in Figure 2, specifically the values within the blue circle symbol associated with the "Trust in Supervisor" variable, indicate an R-square value of 0.836. This suggests that approximately 83.6% of the variance in the Trust in Supervisor variable is accounted for by the Stewardship Climate variable. In the meantime, the "Employee Voice" variable exhibits an R-square value of 0.825, indicating that approximately 82.5% of the variance in the Employee Voice variable can be accounted for by the Stewardship Climate and Trust in Supervisor variables.

Hypotheses Testing

The hypothesis requires validation, and the T-test serves as a quantitative instrument for this evaluation. At a 5% significance level, the t-statistic surpasses 1.96, and the p-value falls below 0.05. The impact of the independent variable on the dependent variable is deemed noteworthy. Should it fail to satisfy these criteria, it is deemed inconsequential. The path coefficient value (Original Sample-O) serves to indicate the direction of influence, which can be either positive or negative. Table 6 presents the results of the T-test.

Table 6. T-Test Results

Variable Relational	Path Coefficient	T statistic	P values	Inferences
Direct Impacts				
SC (X) -> EV (Y)	0,098	1.121 < 1.96	0.262 > 0.05	(+) Insignificant: H1 Rejected
SC (X) -> TIS (Z)	0,914	56.132 > 1.96	0.000 < 0.05	(+) Significant: H2 Supported
TIS (Z) -> EV (Y)	0,818	10.506 > 1.96	0.000 < 0.05	(+) Significant: H3 Supported
Indirect Impact				
SC (X) -> TIS (Z) -> EV (Y)	0,748	9.974 > 1.96	0.000 < 0.05	(+) Significant: H4 Supported Complete Mediation

Source: SmartPLS 4.1.0.8 Software Output (2025)

The direct effect of SC on EV is positive, but it's not strong enough to be important, as shown by a path coefficient of 0.098 (positive), a t-statistic of 1.121, which is below 1.96, and a p-value of 0.262, which is higher than 0.05, meaning it's not significant. The outcome disconfirms the initial hypothesis (H1). The direct effect of SC on TIS is clearly positive and important, as shown by a path coefficient of 0.914, a t-statistic of 56.132 (which is higher than 1.96), and a p-value of 0.000 (which is lower than 0.05). The findings provide evidence in favor of the second hypothesis (H2). The direct effect of TIS on EV is also positive and important, with a path coefficient of 0.818, a t-statistic value of 10.506 (which is greater than 1.96), and a p-value of 0.000, showing that it is significant. The findings provide evidence in favor of the third hypothesis (H3).

In the meantime, the indirect effect of SC on EV via TIS as a mediating variable is both positive and significant, evidenced by a path coefficient of 0.748, a t-statistic value of 9.974 which exceeds 1.96, and a p-value of 0.000, indicating significance below the 0.05 threshold. The findings corroborate the fourth hypothesis (H4) and suggest that TIS functions as an ideal mediator in the relationship between SC and EV.

Discussion

The findings of this study reveal that Stewardship Climate (SC) does not exert a significant direct influence on Employee Voice (EV). However, it does demonstrate a positive and significant impact on Trust in Supervisor (TIS). Additionally, the evidence indicates that Trust in Supervisor (TIS) has a positive and significant impact on Employee Voice (EV). Furthermore, Trust in Supervisor (TIS) serves as an effective mediator in the relationship

between Stewardship Climate (SC) and Employee Voice (EV), indicating that the impact of Stewardship Climate (SC) on Employee Voice (EV) is realized indirectly through Trust in Supervisor (TIS).

This finding aligns with stewardship theory, which points to an organizational environment that promotes collective responsibility and integrity in human resource management (Badru et al., 2024). An effective stewardship climate fosters trust between employees and their supervisors, which in turn motivates employees to be more forthcoming in sharing ideas, suggestions, and constructive feedback (Donaldo & Martdianty, 2023).

Additionally, this study's findings support earlier research suggesting that confidence in superiors significantly enhances employees' bravery to express their thoughts, also referred to as employee voice (Ashfan et al., 2024). This result is in accordance with the Leader-Member Exchange (LMX) idea, which stresses that a positive and trustworthy connection between leaders and subordinates will improve the amount of active employee engagement in the business (Santoso et al., 2022).

However, the results of this study reveal discrepancies when compared to the work of (Badru et al., 2024), which indicated that an extreme application of stewardship climate could potentially have an adverse relationship with employee voice. Workers may experience discomfort and hesitate to share their ideas when faced with overwhelming pressure and a strong emphasis on conformity within the stewardship environment. The role of confidence in supervisors as mediators is crucial to ensure that the stewardship environment positively impacts employee voice.

Practically, the findings of this study indicate that PT. Litera Mediatama in Malang must enhance employee trust in their superiors to ensure that the stewardship climate is effectively implemented and to promote employee voice behavior. Establishing open communication, fostering transparency, and promoting responsive leadership are essential components for cultivating trust in supervisors (Enggal & Anjaningrum, 2024). When employees perceive that their voices are valued and acknowledged without the threat of adverse repercussions, they are likely to be more inspired to engage in creative contributions to the organization (Kulachai et al., 2024).

This research offers useful insights for businesses on how to manage their employees better and shows the importance of supervisor confidence in connecting a supportive work environment to employees speaking up.

CONCLUSIONS

This study aims to explore the influence of a stewardship-oriented organizational climate on employees' readiness to voice their opinions, with trust in supervisors acting as a mediating variable at PT. Litera Mediatama. The study's findings indicate that the direct effect of stewardship climate on employee voice is limited; however, it does have a positive and significant impact on trust in supervisors. Furthermore, trust in one's supervisor has a significant and beneficial impact on the articulation of employee voice. As a result, the confidence in a supervisor acts as an essential link between the stewardship climate and the articulation of employee voice. The evidence indicates that a workplace environment focused on shared accountability and organizational interests can strengthen employee trust in leadership, thereby encouraging employees to participate more actively and confidently in sharing their ideas, suggestions, and critiques for the company's advancement. This research provides valuable insights for human resource management in the publishing sector, especially in creating an environment that enhances employee engagement and supports organizational sustainability.

Implication

This study aims to enhance theoretical contributions by elucidating the role of stewardship climate within organizations, particularly how a climate that prioritizes collective responsibility can affect employee voice through the mediation of trust in supervisors. This discovery enhances the human resource management literature by focusing on the importance of confidence in superiors as a crucial factor linking organizational atmosphere and active employee engagement. This research also presents potential for formulating hypotheses about the interplay between organizational culture, leadership, and employee behaviour within a dynamic and collaborative work environment.

Limitations and Future Directions

This research has many limitations that need consideration. The sample size is quite limited, including just 49 workers from a single indie publishing firm in Malang, hence diminishing the generalizability of the study's findings to other organizations or industries. Secondly, the data-gathering technique employs a questionnaire using a quantitative approach and a Likert scale, which, although good for statistical analysis, is less capable of capturing the depth and context of employee perspectives comprehensively. Third, the cross-sectional study method collects data at a single moment in time; therefore, it cannot elucidate the dynamics of changes in the connection between variables over the long term or clearly establish a cause-and-effect link. This research only examines the variables of stewardship climate, confidence

in supervisor, and employee voice, excluding other potentially influential factors like organizational culture, leadership style, or external situations that may impact the outcomes. Consequently, more study is advised to use bigger and more varied samples, utilize mixed approaches (quantitative and qualitative), and include supplementary factors to enhance the findings.

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