Analysis of Employee Voice Mediation towards Industrial Relations Climate: An Empirical Study on BSM Banda Aceh

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Abstract

This study aims to analyze the effect of ethical leadership and organizational commitment towards the industrial relations climate mediated by employee voice. The population in this study was the employees of BSM (Bank Syariah Mandiri) Banda Aceh and the sample used was 83 people with a simple random sampling technique. This research data collection used a questionnaire. The data analysis technique used multiple linear regression analysis to examine the direct effect between variables and the Sobel Test analysis to test the indirect effect (mediation). The results found that there is a significant effect of ethical leadership towards the industrial relations climate. There is an effect of organizational commitment towards employee voice. There is an effect of employee voice towards the industrial relations climate. There is no effect of ethical leadership towards employee voice. There is no mediating effect of employee voice on the effect of ethical leadership towards the industrial relations climate. There is no mediating effect of employee voice on organizational commitment variable towards industrial relations climate for employees of BSM Banda Aceh

I. Introduction

Labors or employees are pivotal human resource in a company, because without employees the company will not be able to run optimally. Human resources are integrated capabilities in the interaction between the power of thought (mind) plus knowledge and experience, as well as the physical power (competences or skills) possessed by each individual. Human resources are very important owned by an organization. The role and importance of human resources in organizations are that all potential human resources can be utilized as an effort to get success in achieving goals, both individually and in groups within the organization. Good human resource management is something that affects the achievement of a company's goals. Managing human resources in an organization is not easy, as it involves various elements in the organization, such as employees, leaders and the system itself. Therefore, people are a strategic factor in all organizational activities. Currently, leadership is considered to have a strong effect on the interaction process and the success of a company. Previous research has found that ethical leadership behavior can produce many positive outcomes, such as increasing employee performance, trust in leaders, organizational commitment, extra roles, job satisfaction, and affective commitment (Kuo, 2013; Avey et al., 2011; Walumbwa et al. 2011). Some of these studies have provided valuable insights and

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highlighted the importance of ethical leadership which has prompted many researchers to contribute to understanding the nature of ethical leadership behavior.

Several previous studies have linked ethical leadership with followers' positive attitudes at workplace, such as job satisfaction, organizational commitment, work motivation (Toor and Ofori, 2009), and extra-role behaviors, such as voice behavior, organizational citizenship behavior and relation-oriented behavior (Brown and Trevin˜o, 2006; Mayer et al., 2009; Sirca, 2013). Recent research on ethical leadership has focused on observing ethical leadership processes related to extra-role behaviors, such as job performance (Walumbwa et al., 2011). It should also be noted that other researchers have studied how ethical leadership relates to extra-role behaviors (Walumbwa & Schaubroeck, 2009). Extra-role behavior is that behavior with freedom of choice has the potential to benefit another person or organization, and exceeds one's role unexpectedly (Van Dyne et al., 1995; Van Dyne & LePine, 1998). This means that this behavior is not contained in the job desk in a company and is a personal initiative of the individual. The research also provides useful insights and reports in the process of ethical leadership determining voice behavior.

Informal behavior and freedom of communication from employees regarding ideas, suggestions, information about problems, or opinions about issues that exist in the workplace with the intent and purpose of improving organizational performance or bringing a change is commonly known as voice behavior (Prasetyo, 2016). With the application of ethical leadership principles, it is hoped that employees will be more active in voice behavior. However, several studies have considered intrinsic motivation to explain ethical leadership processes related to voice behavior, specifically employee voice is used as mediation in this relationship. Barriers in communication often make employees decrease their performance (Gani, 2014), counterproductive, and make employees feel not as members of the organization (Sirota & Klein, 2014).

There are several studies showing the importance of conveying ideas in organizations. Research conducted by Sidauruk's (2013) at the Medan post office found that there is an information gap between superiors and subordinates. Meanwhile, research by Sirota & Klein (2014), employees will feel valued when the flow of information goes well, which will lead to trust in the company. Delivery of ideas through employee voice is a form of upward communication because the target of voice is the person who can make decisions in the organization (Morrison, 2014). Employee voice is an important part of internal communication within the organization and a topic of concern to be studied more deeply (Baias & Constantin, 2015). According to Burke (2013), employee voice is relevant at all levels in the organization, from the highest hierarchical level to employees at the lowest level. Employee voice is related to providing suggestions, ideas and information has a major impact on organizational performance (Morrison, 2014).

Many studies have proven the importance of employee voice, including increasing innovation and creativity (Van Dyne & Jeffrey, 1998; Ng & Feldman, 2012). Fuller, Barnett, Hester, Relyea & Frey (2007) stated that employee voice can help organizations adapt to a dynamic and competitive business environment and can avoid problems by making continuous improvements to organizational functions. Having a voice has not only a positive impact on the organization, but also a personal impact on employees. Employees who are given the opportunity to speak out will have a feeling of worth (Morrison & Milliken, 2000), an attachment (Soane et al., 2013), a commitment to the organization (Jena, Bhattacharyya & Pradhan, 2017) and a sense of responsibility to the organization (Liang, Farh & Farh, 2012).

Many managers and researchers realize that to be able to compete effectively in the market, companies need to retain their employees and to be able to minimize the desire of employees to leave their jobs perhaps if employees feel confident about the business (Naqvi

et al., 2011). Organizational commitment is a collection of feelings and beliefs that these people own the organization as a whole (George and Jones, 2012). Organizational commitment describes employees' affective commitment to their business (Naqvi et al., 2011). Priansa (2014: 232), organizational commitment is an identification of the sense, involvement, and loyalty shown by employees to the organization where they serve and work.

The concept of organizational commitment is related to the level of involvement of people with the organization in which they work and are interested in staying in the organization where in this case, they are employees at BSM Banda Aceh. This view is confirmed by Colquitt et al., (2013) that organizational commitment is the desire of some workers to remain members of the organization. Therefore, organizational commitment affects whether an employee stays as a member of the organization or leaves to look for another job. This means that commitment is an attitude that reflects employee loyalty to the organization and an ongoing process through which members of the organization express their concern for the organization and its continued success and prosperity. Based on a preliminary study conducted on several employees who work at BSM Banda Aceh with in-depth interviews, it was found that there are problems experienced by employees in carrying out their work such as superior leadership style, job satisfaction, employee empowerment and work stress so that it has an impact on decreasing organizational commitment.

Organizational commitment divides into three dimensions, which are: affective, continuance and normative (Mont and Lindhqvist, 2003). Affective commitment came from emotional or psychological attachment with the organization. Continuance commitment based from one's judgment who has been investing his resource, personal capacity (knowledge and skill) to the organization, thus it would be risky/costly if he was to leave the organization. Normative commitment was based on morality motive, in which individual was morally responsible to be loyal toward organization (Gayle in Syakur,A. et al. 2020).

From the aforementioned description, the researcher is interested in studying the impact of ethical leadership and organizational commitment on the industrial relations climate. In addition, the researcher also predicts employee voice as a mediator of the influence between ethical leadership and organizational commitment on the industrial relations climate.

II. Review of Literature

2.1. Etichal Leadership

Bubble et al., (2014) define ethical leadership as a process of influencing employees through values, principles and beliefs that are broadly bordered on accepted norms of organizational behavior. Ethical leadership is the principles of beliefs and values of right and wrong that describe the basis of organizational behavior so as to formulate the basis for leaders to influence employees in achieving organizational goals (Al-Sharafi & Rajani, 2013).

According to Brown & Trevino (2006), ethical leadership is two main aspects of individual and manager morale. The individual moral aspect refers to the personality characteristics of the leader, such as behavior and decision making. The moral aspect of managers refers to a leader's effort to influence others, guide followers' ethical behavior like communicating about ethical standard and disciplining employees who denote unethical behavior. The relationship between leaders and employees is certainly important in establishing a harmonious working relationship. In line with this, according to Cheng et al., (2014), a leader with ethical values will treat his employees fairly and consider their needs for ethical treatment and leader can increase employee satisfaction and create trust, thereby increasing employee motivation and promoting employee engagement.

Based on the above definition from the experts, it can be concluded that ethical leadership has the main responsibility when conflicts occur between employees and provide guidance to employees on the right thing to do. Thus, ethical leaders can realize policies that direct leaders to take actions that can make ethical decisions for better corporate interests.

Brown et al., (2005) stated that the indicators of ethical leadership are as follows:
a) Conducting personal life in an ethical manner as a leader treats employees with courtesy.
b) Defining success not only by results but also by process as a leader appreciates the efforts of employees.
c) Listening to what employees have to say, for example, leader listens to suggestions and criticisms from employees such as employees who want to increase the level of wages.
d) To discipline employees who violate ethical standards, for instance, if employees violate applicable rules, employees will be subject to sanctions according to applicable regulations.
e) Making fair and balanced decisions, as an example, leader takes a fair decision is intended that leader assesses the employee's performance in which if the employee's performance is good, the leader will provide them rewards as an appreciation.
f) Setting an example of how to do things the right way in terms of ethics.

2.2. Organizational Commitment

Organizational commitment is defined as an employee's alignment with a particular organization and its goals and desires to maintain membership in the organization. Porter et al., (1976) define organizational commitment as an individual's relative strength to an organization and his involvement in a particular organization, which is characterized by three psychological factors: (1) a strong desire to remain a member of a particular organization. (2) the desire to exert effort for the sake of the organization and (3) a definite belief in and acceptance of the values and goals of the organization. Organizational commitment implies something that is more than passive loyalty to the organization, more than just loyalty, because organizational commitment implies an active relationship between employees and the company or organization (Yuwono et al., 2006).

Mowday (1979) explained that there are three dimensions of employee commitment in the organization as follows:
1. *Affective commitment*
   This commitment is related to the desire to be bound to the organization. Someone wants to be in an organization because of a desire that arises from oneself
2. *Continuance commitment*
   It is a commitment that arises because of a rational need. This commitment arises on the basis of advantages and disadvantages, considering what things must be sacrificed if you will stay in an organization, with other dimensions of choice, such as benefits and costs.
3. *Normative commitment*
   Commitment that comes from the norms that exist within the individual which contains the individual's belief in the responsibility of the organization and he feels that he has to survive for reasons of loyalty.

2.3. Employee Voice

According to Boxall and Purcell (2003), employee voice is a term that is increasingly being used to encompass a wide variety of processes and structures that enable, and sometimes empower employees directly and indirectly, to contribute to corporate decision making. According to Milward et al., (1992) employee voice can be seen as the ability of employees to influence the actions of employers or leaders. The concept includes estimating opportunities for employees to register dissatisfaction, express complaints and modify management strengths, sometimes bringing collective and individual techniques into one framework. Employee voice involves direct contact between management and employees without union involvement.

There are two aspects of employee voice behavior (Van Dyno & LePine, 1998; Liang et al., 2012), namely:

1. **Promotive voice**

   Promotional behavior or promotive voice is proactive which can be interpreted as opinions and suggestions that can improve the overall function of the work unit and organization. This voice proposes a way to change the current situation (startus quo), but it is accompanied by solutions and suggestions for improvement so that it is not just a criticism (Van Dyne & LePine, 1998). The voice content is future-oriented because it focuses on future ways of doing things better. The use of promotive voice points to ways in which an organization can function more effectively. The implication of this sound for others is that even if the suggestion is not immediately inconvenient, it has the potential to benefit the environment and the goodwill behind the suggested improvement will be recognized as a positive thing (Liang et al., 2012).

2. **Prohabitive voice**

   Prohibited behavior or prohibitive voice is protective and preventive. Prohibitive voice is described as an expression of employee concerns about work practices, incidents, or employee behavior that are harmful to the organization. These voices are important for organizational health, because these alarming messages place previously undetected problems to be solved or prevent problematic initiatives from occurring (Van Dyno & LePino, 1998). The content of this voice is an expression of concern about existing or future as accidents, practices, or behaviors that could harm the organization. The prohibitive voice function indicates factors that can or may be detrimental to the organization. The implication of this voice for others is that by pointing out harmful factors. This voice results in the failure of responsible people in which it can cause conflict and negative emotions between coworkers and superiors and disrupt interpersonal harmony in the work environment (Liang et al, 2012).

2.4. Industrial Relations Climate

Industrial relation is one of the key elements in the labor administration system (Goolsarran, 2006). Therefore, it is an important predictor of organizational success. Much literature on the positive effects of good industrial relations on firm performance, efficiency and productivity underscores the importance of industrial relations in organizational success (Fashoyin, 2004; Pyman et al., 2010). Wardiningsih (2011) observes that healthy industrial relations are relationships in which the relationship between management and employees on the one hand, and between them and the state on the other is more harmonious and cooperative than conflictual.

According to Siagian (2016: 333), the relationship covers all aspects of organizational life based on various principles, such as:

1. Mutual appreciate, which means considering workers not only as mere factors of production, but humans as individual human beings with all their dignity and worth.
2. Mutual respect, meaning that each understands its position and role, each understands the rights and obligations in the production process.
3. Mutual support, meaning that workers and leaders are co-workers who go hand in hand and support each other in carrying out their duties.
4. Trying to put yourself in the position of the other party, meaning that if something goes wrong, you can understand the error occurring and can provide suggestions on how to overcome it.
5. Taking mutually beneficial actions, meaning that the leader carries out the obligations that are his responsibility, for example paying workers' wages on time, from time to time trying to improve the welfare of workers as well as workers so that they can meet their obligations in accordance with their job duties for the progress of the company.

2.5. Conceptual Framework

Based on the literature study and previous research, the conceptual framework in this study can be explained as follows:
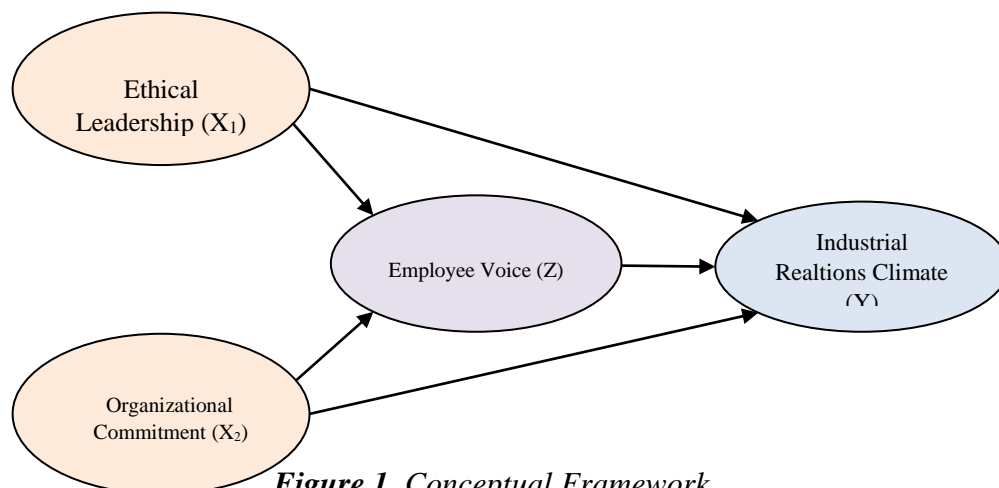

Figure 1. *Conceptual Framework*
Source: Gomez-Mejia, Balkin & Cardy (2008)

2.6. Research Hypothesis

Based on the literature review, previous research, and the conceptual framework, the hypotheses of this study are as follows:

H_1 : Ethical leadership has an effect on employee voice

H_2 : Organizational commitment has an affect on employee voice

H_3 : Ethical leadership has an effect on industrial relations climate

H_4 : Organizational commitment has an effect on industrial relations climate

H_5 : Employee voice has an effect on industrial relations climate

H_6 : Ethical leadership has an effect on industrial relations climate through employee voice as a mediating variable

H_7 : Organizational commitment has an effect on industrial relations climate through employee voice as a mediating variable

III. Research Methods

This study uses a quantitative approach with descriptive-associative type which analyzes influence or relationship between the independent variables on the dependent variable, either simultaneously or partially. The population in this study were the employees of BSM (Bank Syariah Mandiri) Banda Aceh. This research was conducted in October 2020. The sampling technique used was probability sampling with the type of simple random sampling. This study used 83 respondents which were found by isac and Michael. Data was collected by distributing questionnaires to respondents. The research instrument used a questionnaire with a Likert scale of 5 categories, starting from 1, 2, 3, 4, and 5 (Arikunto, 2013). The data analysis technique used descriptive analysis, regression path analysis with sobel-test with the help of IBM SPSS version 22 software.

IV. Result and Discussion

In this study, the first step in the analysis is testing the validity and reliability. Validity testing is done by Confirmatory Factor Analysis (CFA). The results of validity testing can be seen in the following table:

Table 1. Validity Test

No.	Variable	Jumlah Indikator	Eigen Value	Varians	Kaiser-Meyer-Olkin Value	Barlett's Test of Sphericity
1.	Ethical Leadership	12	3.303	27.525	0.716	0.000
2.	Organizational Commitment	7	3.974	56.767	0.832	0.000
3.	Employee Voice	3	1.707	56.912	0.511	0.000
4.	Industrial Relations Climate	5	2.178	43.554	0.586	0.000

Source: Primary data (2021), processed

The given table 1 shows that all statement items involved in the study have a good correlation, namely with a loading factor of more than 0.40 so that all statement items in the study are declared valid according to Hair et al., (2006). The eigenvalues of each variable are 3.303, 3.974, 1.707, 2.178 and the variance values that can be explained by each variable are 27.525%, 56,767, 56.912, 43,554 while the Keiser-Meyer-Olkin Measure of Sampling adequacy values of each variable are 0.716, 0.832, 0.511, 0.586 and the results of the Barlet's test of sphericity of all variables show a significant value of 0.000.

Reliability testing in this study was carried out by looking at the Cronbachs Alpha value. The results of the reliability testing of this study can be seen in the following table:

Table 2. Reliability Test

No	Variable	Number of Item	Cronbachs Aplha		Remark
			Hasil	Standar	
1.	Ethical Leadership	11	0.710	0.60	Reliable
2.	Organizational Commitment	7	0.856	0.60	Reliable
3.	Employee Voice	2	0.792	0.60	Reliable
4.	Industrial Relations Climate	5	0.666	0.60	Reliable

Source: Primary data (2021), processed

The given table 2 depicts that the Cronbach's Alpha value for each variable is 0.710, 0.856, 0.792, 0.666. Thus, all statement items used in the research variables are said to be reliable inasmuch as they have a Cronbach's Alpha value of more than 0.60.

4.1. Result of Descriptive Analysis Test

Descriptive analysis is used to provide a general description based on respondents' assessments of the research variables. Descriptive analysis which is also called the preliminary method aims to determine the characteristics of each variable in the sample and explain the description of respondents' perceptions on research variables based on the percentage weight of respondents' answers. In the data analysis equipment, the researcher tested the answers to the respondent's questionnaire by calculating the average value and then grouped them into categories. In this study, the authors determine the number of inverval classes as many as 5 classes, with the formula used according to Sudjana (2001:47). The results of the descriptive analysis of this study can be seen in the following table:

Tabel 3. Descriptive Analysis Results

No	Variable	Mean	$t_{statistic}$	t_{table}	Score	Remark
1.	Ethical Leadership	3.9266	16.888	1.663	$3,41 \leq I \leq 4,20$	Baik
2.	Organizational Commitment	4.2671	19.175	1.663	$3,41 \leq I \leq 4,20$	Baik
3.	Employee Voice	4.0400	17.635	1.663	$3,41 \leq I \leq 4,20$	Baik
4.	Industrial Relations Climate	4.2860	18.421	1.663	$3,41 \leq I \leq 4,20$	Baik

Source: Primary data (2021), processed

The given table 3 highlights that all of the variables in this study, such as ethical leadership, organizational commitment, employee voice and industrial relations climate, are in the interval $3,41 \leq I \leq 4,20$, which means that employees perceive them to be in a good category.

4.2. Result of Direct and Indirect Effect Test

To determine the direct effect of ethical leadership and organizational commitment on industrial relations climate mediated from employee voice at BSM Banda Aceh employees, multiple linear regression analysis was conducted, while to determine the mediating effect of employee voice used Sobel-Test. The result can be seen in the following table:

Table 4. Result of Multiple Regression Analysis and Sobel Test

No	Model	Standardized coefficient	Performance	Sig
Dirrect effect				
1.	$X_1 \rightarrow Z$	0.197	0.197	0.066
2.	$X_2 \rightarrow Z$	0.318	0.318	0.004
3.	$X_1 \rightarrow Y$	0.276	0.276	0.015
4.	$X_2 \rightarrow Y$	0.091	0.397	0.411
5.	$Z \rightarrow Y$	0.266	0.266	0.015
	Total of dirrect effect		1,454	0,511
Indirrect effect				
6.	$X_1 \rightarrow Z \rightarrow Y$	0.197 x 0.266	0.052	0.129
7.	$X_2 \rightarrow Z \rightarrow Y$	0.318 x 0.266	0.085	0.219
	Total of indirrect effect		0.137	0.348
Total effect		1.454 + 0.137	1.591	0.859

Sobel Test				
8.	$X_1 \rightarrow Z \rightarrow Y$	1.515	1.515	0.129
9.	$X_2 \rightarrow Z \rightarrow Y$	1.227	1.227	0.219
	Z-Score *a* **= 0,05**	1.96	1.96	0.050

Source: Primary data (2021), processed

Table 4 shows that the direct effect of ethical leadership on industrial relations climate is 0.276 greater than the indirect effect of ethical leadership on industrial relations climate through employee voice as mediator with a value of 0.052. In terms of the Sobel test value, it is known that the t-statistic value of 1.515 is smaller than the Z-score value of 1.96 (α = 0.05). This shows that employee voice cannot mediate the effect of ethical leadership on industrial relations climate. Furthermore, table 5 also depicts that the direct effect of organizational commitment on industrial relations climate is 0.091 greater than the indirect effect of organizational commitment on the industrial relations climate through the voice of employees as mediators with a value of 0.085. Calculation of the Sobel test value found that the t-statistic value of 1.227 was smaller than the Z-score of 1.96 (α = 0.05). This means that the employee voice variable cannot mediate the effect of organizational commitment on industrial relations climate.

4.3. Hypothesis Test
This study uses t-test to examine the direct effect hypothesis and Sobel test to examine the mediation hypothesis with a significance value = 0.05. The results of testing the hypothesis of this study can be seen in the following table:

Table 5. Hypothesis decisions

	Hypothesized path	Standardized coefficients	t-statistic	t-table/ Z-Score	Sig	Decision
H_1	$X_1 \rightarrow Z$	0.197	1.862	1.663	0.066	Not Supported
H_2	$X_2 \rightarrow Z$	0.318	3.004	1.663	0.004	Supported
H_3	$X_1 \rightarrow Y$	0.276	2.498	1.663	0.015	Supported
H_4	$X_2 \rightarrow Y$	0.397	0.827	1.663	0.411	Not Supported
H_5	$Z \rightarrow Y$	0.266	2.479	1.663	0.015	Supported
H_6	$X_1 \rightarrow Y \rightarrow Z$	0.054	1.515	1.96	0.129	Not Supported
H_7	$X_2 \rightarrow Y \rightarrow Z$	0.029	1.227	1.96	0.219	Not Supported

Source: Primary data (2021), processed

The given table 5 depicts that the first hypothesis which states that ethical leadership has a direct effect on employee voice at BSM Banda Aceh is accepted because the t-statistic value is greater than the t-table value (1.862 > 1.663) with a significance value of 0.066. The second hypothesis which states that organizational commitment has a direct effect on employee voice is also accepted because the t-statistic value is greater than the t-table value (3.004 > 1.663) with a significance value of 0.004. The third hypothesis which states that ethical leadership has a direct effect on the industrial relations climate is also supported because the t-statistic value is greater than the t-table value (2.498 > 1.663) with a significance value of 0.015. The fourth hypothesis which states that organizational commitment has a direct effect on the industrial relations climate is rejected because the t-statistic value is smaller than the t-table value (0.827 < 1.663) with a significance value of 0.411. Furthermore, the fifth hypothesis which states that organizational commitment has a direct effect on the industrial relations climate is also accepted because the t-statistic value is greater than the t-table value (2.479 > 1.663) with a significance value of 0.015. The sixth

hypothesis which states that ethical leadership affects the industrial relations climate through employee voice as a mediating variable is not accepted because the t-statistic value is smaller than the Z-Score (1.515 < 1.96) with a significance value of 0.129. In addition, the seventh hypothesis which states that organizational commitment affects the industrial relations climate through employee voice as a mediating variable is also not accepted because the t-statistic value is smaller than the Z-Score (1,227 < 1.96) with a significance value of 0.219.

V. Conclusion

The results of this study conclude that ethical leadership has a significant effect on industrial relations climate, while organizational commitment does not affect industrial relations climate. Ethical leadership has no effect on employee voice whilst organizational commitment has an effect on employee voice. On the other hand, employee voice has an effect on industrial relations climate. Employee voice does not mediate the effect of ethical leadership on industrial relations climate. Employee voice also does not mediate the effect of organizational commitment on the industrial relations climate. In this study, although only 83 employees of BSM Banda Aceh were observed as a sample, however, further research should be carried out more comprehensively in terms of size and technique of samples, and added by using other variables to measure and explain the relationship between ethical leadership, organizational commitment and industrial relations climate in a more in-depth and comprehensive manner using various relevant approaches and methods.

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