
Analysis the Influence of Trust in Supervisor as Mediation on Employees Job Performance in Batam City's Manufacturing Sector

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Abstract:

This study investigates the interplay between leadership styles, leader emotional intelligence, and trust in supervisors, focusing on their impact on individual job performance in Batam City's manufacturing sector. Structural equation modelling (SEM) was used in this study. The result of analysis shows that leader emotional intelligence exert a direct, significant, and positive influence on trust in supervisors. Additionally with trust in supervisors included as a mediator, transformational leadership demonstrate a positive influence on job performance. Although the results indicate that transactional leadership and leader emotional intelligence has no direct, significant and positive impact on job performance, trust in supervisors that was influenced by a leader's approach to leadership will empower and boost employee's morale, and indirectly have a positive influence on job performance. Overall, the research underscores the importance of cultivating the right style of leadership, emotional intelligence, and trust in supervisors relationships to foster better employee outcomes in the manufacturing industry.

Keywords: Transformational leadership; Transactional leadership; Leader Emotional Intelligence; Trust in supervisor; Job performance

1. Introduction

In today's rapidly evolving and highly challenging corporate landscapes, leaders face the challenge of continuously improving both organizational competitiveness and employee performance to ensure survival and success. Leaders are expected to navigate complexities, drive innovation, and foster a culture that adapts to change, all while motivating their teams to achieve high performance. This requires not only strategic thinking and decision-making but also emotional intelligence, effective leadership styles, and a deep understanding of the trust dynamics within the organization. By leveraging these qualities, leaders can empower their workforce, enhance morale, and build a resilient and agile organization capable of thriving in

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challenging markets. THORNTON, (1980), The study emphasizes that employees can leverage insights from their performance appraisals to address weaknesses and enhance job performance. In this context, leaders are pivotal, as they significantly influence employee attitudes and behaviors, both directly and indirectly. The effectiveness of leadership is closely tied to emotional intelligence and the chosen leadership style. Leaders with high emotional intelligence foster mutual trust and positive interactions, which are essential for enhancing employee performance. Within traditional organizational frameworks, two primary leadership styles are highlighted: (1) Transformational Leadership: This style inspires and motivates employees by aligning them with the leader's vision. Subordinates who resonate with the leader's approach tend to follow their guidance, leading to improved performance. (2) Transactional Leadership: This approach is characterized by clear exchanges and agreements between leaders and subordinates. By establishing a system of rewards and consequences, transactional leaders can drive performance improvements through structured interactions. Overall, the interplay between leadership style, emotional intelligence, and the establishment of trust plays a critical role in fostering an environment where employees can thrive and enhance their job performance.

C. C. Lee et al., (2023) stated that employees who align closely with Transformational Leadership qualities, an ethical climate, and high Leader Emotional Intelligence are more likely to trust their supervisors. This trust, in turn, significantly mediates the relationship between these leadership traits and job performance. In the manufacturing sector, organizations are increasingly implementing strategies to boost employee performance. These strategies include offering a range of benefits such as guaranteed salaries, individual performance rewards, group incentives, and year-end bonuses. Among these, team bonuses stand out as particularly effective because they foster a collaborative, team-oriented culture. The opportunity to earn team bonuses, alongside individual performance rewards, encourages employees to improve their personal job performance while also contributing to team success. This dual incentive system promotes not only individual accountability but also teamwork, leading to overall enhanced job performance within the organization. In summary, cultivating an environment of trust through effective leadership and ethical practices, combined with well-structured incentive programs, can significantly boost employee performance in the manufacturing industry.

Jones & George, (1998); Motowidlo & Van Scotter, (1994) point out about the significance of job performance is well-founded. Job performance is indeed a critical factor for the success of any company, directly impacting overall revenue. The relationship between employees and their management, as you mentioned, is essential in fostering an environment conducive to high performance. Trust between employees and their supervisors can be especially impactful, as it contributes to a sense of psychological safety, mutual respect, and alignment with organizational goals. When employees trust their leaders, they are more likely to feel secure in their

roles, openly communicate, and take initiative, which can lead to enhanced productivity. Additionally, understanding expectations and goals helps employees focus on delivering work that aligns with the company's objectives, leading to better results and increased job satisfaction. Moreover, internal management plays a crucial role in setting the right tone for performance. Effective leadership that communicates goals clearly, provides support, and recognizes efforts can boost engagement and motivate employees to perform at their best. Conversely, poor management can lead to dissatisfaction, reduced motivation, and consequently lower performance.

Alwali & Alwali, (2022) proposed that in addition of trust as a crucial factor that affects job performance, emotional Intelligence of a leader are also other factors that affect in shaping employee trust and, ultimately, job performance, which is a crucial insight. Emotional intelligence amplifies the impact of a leader's wisdom, rational analysis, and traits, allowing them to build deeper trust with their employees. This trust, in turn, enhances employee engagement and job performance. (Kerr et al., 2006) stated that emotional intelligence of both supervisors and employees has a profound impact on job performance. High EI allows individuals to manage emotions, navigate interpersonal relationships, and foster a work environment that is conducive to collaboration, trust, and resilience. Law et al., (2004) study shows that emotional intelligence of both an individual employee and their coworkers significantly enhances job performance. While individual EI allows an employee to navigate personal challenges and interactions effectively, the EI of coworkers creates a supportive, cohesive environment that amplifies the individual's ability to perform at their best. Together, they contribute to an emotionally intelligent workplace where trust, collaboration, and productivity thrive. Vratskikh et al., (2016) also proposes that employees with high emotional intelligence can handle work stress more efficiently, particularly when they get assistance and input from their colleagues and supervisors. Emotional intelligence enables them to manage their emotions, seek help when necessary, and use feedback constructively. In turn, this leads to better stress management, increased efficiency, and improved job performance.

COOK & WALL, (1980) study shows that a leader's leadership style significantly impacts job performance and employee trust. Positive leadership fosters a reciprocal exchange where employees identify with their leaders, trust them, and reciprocate through increased performance and loyalty to the company. As employees receive support and recognition, they are more likely to adopt behaviors that benefit the company, resulting in a productive, engaged, and high-performing workforce. Research indicated that employees of transformational leaders demonstrate contentment because this leadership style fosters an environment of empowerment, emotional support, and meaningful work. By building trust, inspiring personal and professional growth, and aligning organizational goals with employees' values, transformational leaders create a workplace culture where employees feel valued, motivated, and satisfied. This satisfaction not only enhances job performance but also strengthens loyalty and long-term commitment to the organization (Bass, 1999).

Transformational leaders explain their goals and vision in a way that motivates and inspires employees, leading to higher levels of engagement and commitment. By creating a strong sense of purpose, aligning values, and providing the support and motivation needed to achieve challenging goals, transformational leaders foster a work environment where employees feel connected, valued, and deeply committed to their work (Mackenzie et al., 2001). In other words transformational leadership significantly improves job satisfaction among employees by providing them with support and encouragement, helping them develop trust in their leaders, making them feel valued, and boosting their confidence. As a result, employees become more engaged, committed, and satisfied with their roles, creating a positive and productive work environment (Braun et al., 2013). Organizations that implement transformational leadership tend to foster a better work-life balance for their employees, resulting in greater job satisfaction. By offering flexibility in work arrangements, providing supportive leadership, and promoting a culture of balance, transformational leaders create an environment where employees feel valued and fulfilled. This leads to enhanced engagement, reduced stress, and improved organizational performance (Dini et al., 2024).

On the other hand, transactional leaders leverage social behavior by setting clear expectations, providing rewards for performance, and fostering trust through open communication. By creating a structured environment where employees understand their roles and responsibilities, these leaders can achieve better job performance and efficiency. While transactional leadership is effective in driving results, balancing it with transformational leadership can lead to a more holistic approach that nurtures both performance and employee satisfaction (Bass et al., 2003). (Ishfaq et al., n.d.) discussed that transformational leadership and emotional intelligence play a significant role in influencing job satisfaction, which in turn mediates the relationship between these factors and project success. By cultivating a positive workplace atmosphere where team members feel appreciated and satisfied, organizations can enhance their chances of achieving successful project outcomes.

Jung & Avolio, (2000) shows that Transformational and transactional leadership styles play critical roles in indirectly affecting employee performance by building trust. Transformational leadership fosters trust through inspiration, support, and empowerment, while transactional leadership establishes trust through clear expectations and accountability. Both styles contribute to a positive work environment that enhances employee motivation, collaboration, and job satisfaction, ultimately leading to improved performance. C. Lee et al., (2022) explored the impact of Leader Emotional Intelligence, leadership approaches (inclusive of both transformational and transactional styles), organizational commitment, and trust on Job Performance is a critical area of study in organizational behavior. Utilizing structural equation modeling (SEM) for this analysis allows researchers to explore the complex relationships between these variables. L. Lin et al., (2022) study the factors that affect Job Performance in manufacturing industry employees, and the results showed that the factors of ethical climate, personality traits, and trust in

supervisor play significant roles in influencing job performance in the manufacturing industry. By understanding and addressing these factors, organizations can create a more effective and motivated workforce. C.-M. Lee et al., (2022) study the understanding of individual-level elements (such as role conflict, role ambiguity, interpersonal conflict, and emotional exhaustion) along with organizational-level elements (including boss support and group trust) that influence employees' intentions to leave their jobs in the industrial manufacturing sector is crucial for fostering a reliable and efficient workforce. By tackling these factors, companies can decrease turnover rates, boost job satisfaction, and improve overall performance.

The study's focus on the intricate relationships among Transformational Leadership, Transactional Leadership, Leader Emotional Intelligence, Trust in Supervisor, and Job Performance offers valuable insights into enhancing organizational effectiveness. By employing a multilevel mediation model, we can contribute to a deeper understanding of how leadership dynamics operate at both individual and team levels, providing a foundation for practical applications in workforce management.

2. Theoretical Background

Bastari et al., (2020) shows that transformational leadership creates an environment where effective communication and the fulfillment of employee needs lead to enhanced Job Performance. Transformational leadership is characterized by behaviors that not only enhance the effectiveness of leaders but also foster positive outcomes for their followers. By inspiring, supporting, and challenging employees, transformational leaders create a thriving work environment where individuals can excel and contribute meaningfully to the organization's success (Deng et al., 2023). Top et al., (2020) states that transformational leadership effectively enhances employee commitment, confidence, and work performance through its core components. Hai et al., (2021) study shows that transformational leaders significantly influence their employees by actively encouraging desired behaviors, boosting self-esteem, enhancing innovative capabilities, and inspiring them to exceed expectations. Therefore, the documented correlation between transformational leadership and both employee performance and job effectiveness is significant and positive. Transformational leaders enhance motivation, job satisfaction, and engagement by fostering an environment of trust, support, and intellectual growth. As a result, employees are not only more productive but also more committed to the organization, leading to better overall performance outcomes (S. Chen & Cuervo, 2022). Mon et al., (2021) shows that transformational leadership has a profound positive impact on improving employee performance within organizations. By fostering motivation, engagement, skill development, job satisfaction, innovation, trust, and commitment, transformational leaders create an environment where employees thrive and excel. This in turn, leads to enhanced

organizational performance and success. The H1 hypothesis is suggested in the following manner:

H1. Transformational Leadership has a substantial and beneficial impact on Job Performance.

(Viana Feranta et al., 2020) states that leadership styles significantly affect job performance effort, with transactional leadership being particularly effective in fostering motivation and engagement. Nugraha, (2021) proposes that transactional leadership positively influences employees' extra-role performance through clear expectations, structured guidelines, and reward systems. Purwanto et al., (2020) Encouraging employees to work hard to achieve performance targets involves a combination of clear goal-setting, effective reward systems, regular feedback, accountability, a supportive environment, and exemplary leadership. Achmad Rozi, (2021) Indicates that transactional leadership positively impacts job performance by implementing a sanctions system that emphasizes accountability, clear expectations, and motivation through consequences. Syaharudin et al., (2022) indicates that transactional leadership, through performance-based compensation, positively impacts Job Performance by motivating employees to meet clear expectations and objectives. Judge & Piccolo, (2004) and Masa'deh et al., (2016) also indicates that transactional leadership has positive impacts on job performance. Joeliaty et al., (2017a) study shows the significant positive impact of Transactional Leadership on Job Performance in private pharmacies in Malaysia. This leadership style's emphasis on clear expectations, structured environments, and a system of rewards and consequences effectively motivates employees to achieve high levels of performance. The H2 hypothesis is suggested in the following manner:

H2. Transactional Leadership has a substantial and beneficial impact on Job Performance

Viewing job performance as a goal of the organization and emotional intelligence as a crucial contributing factor creates a comprehensive framework for understanding how emotional intelligence contributes to maintaining top performance and competitive advantage (Mohammed Alhamami et al., 2020). There is a clear correlation between Leader Emotional Intelligence and career success. Leaders who possess strong Emotional Intelligence excel in communication, conflict managers, and motivators, which positions them for success in their careers. Their ability to influence team dynamics, foster trust, and drive performance results in both individual success and positive organizational outcomes. Investing in emotional intelligence development is not just beneficial for personal career growth but is also a strategic asset for organizational success. Fareed et al., (2021) shows that Emotional intelligence is a critical factor in achieving project success. Organizations that cultivate emotional intelligence among their employees are likely to see improved performance outcomes and a more positive workplace culture (Doan et al., 2020) & (Montenegro et al., 2021). Sharma et al., (2024) shows that emotional intelligence is a vital asset for construction project managers, playing a significant role in effective team communication and project success. Heffernan et al., (2008)

shows that emotional intelligence in bank managers is pivotal for achieving positive financial outcomes. By enhancing leadership effectiveness, improving customer relations, and fostering a collaborative work environment, emotionally intelligent managers can significantly influence the bank's financial performance. The H3 hypothesis is suggested in the following manner:

H3. Leader Emotional Intelligence has a substantial and beneficial impact on Job Performance

Alrowwad & Abualoush, (2020) stated that trust in a supervisor significantly influences the link between transformational and transactional leadership styles and the performance of an organization. It enhances the impact of intellectual capital and innovation, allowing organizations to achieve better results. Khan et al., (2020) shows that a supervisor who employs transformational leadership demonstrates respect and appreciation for their team members, harnesses their potential and vision, and builds trust through intangible encouragement. Islam et al., (2021) proposes that transformational leadership emphasizes trust both among team members and in managers. Siswanto & Yuliana, (2022) indicates that transformational leadership not only has a powerful and immediate effect on job performance by fostering motivation, intellectual stimulation, and individualized support, but it also exerts a significant indirect effect through the development of trust between leaders and employees. Hajncl & Vučenović, (2020) indicates that cognitive trust in transformational leadership is built on the leader's perceived competence, reliability, and consistency in decision-making, while affective trust arises from emotional bonds, empathy, and supportive behaviors that transformational leaders demonstrate. Cai et al., (2018) proposes that transformational leadership plays a pivotal role in fostering trust in management, which in turn leads to numerous positive organizational outcomes, including increased job satisfaction, commitment, and improved performance. Braun et al., (2013a) and Liu et al., (2010) both states that Trust in Supervisor acts as a mediating variable between Transformational Leadership and job satisfaction. The proposition is that Transformational Leadership positively affects Trust in Supervisor, which in turn influences job satisfaction. The H4 hypothesis is suggested in the following manner:

H4. Transformational Leadership has a substantial and beneficial impact on Trust in Supervisor

Khan et al., (2021) states that the behavior associated with transactional leadership, especially through the use of contingent rewards and punishments, notably enhances employees' trust in their managers by fostering predictability, fairness, and transparency. Khairy et al., (2023) stated that transactional leadership has a powerful influences on trust in supervisors, which serves as a mediator in the relationship between leadership and Job Performance. The consistency of values between leaders and employees further strengthens this trust, making it more likely that employees will perform well. Darmanto et al., (2022) proposes that when leaders consistently demonstrate transactional practices, such as clear communication, fairness in

rewards and penalties, and accountability, employees develop a sense of trust in their leaders' intentions and actions. This trust enhances employee confidence, reduces workplace conflicts, and positively impacts overall job performance. Daouk et al., (2021) also proposes that transactional leadership has a powerful and immediate impact on trust in management by promoting fairness, consistency, accountability, and clear communication. C. C. Lee et al., (2023) The research highlights the positive effect of Transactional Leadership on Trust in Supervisor, which serves as a crucial mediator in increasing the organization's capacity for change. As employees trust their supervisors more, they are more likely to support organizational changes, reducing resistance and enabling a smoother transition. In this context, trust becomes the bridge between leadership actions and the organization's adaptability, demonstrating that transactional leadership can be a powerful tool for driving successful organizational change. The H5 hypothesis is suggested in the following manner:

H5. Transactional Leadership has a substantial and beneficial impact on Trust in Supervisor

Ninggarwati et al., (2020) The emotional intelligence of a team leader has a powerful and immediate impact on trust in supervisors. Through empathy, effective communication, emotional regulation, and positive relationship-building, emotionally intelligent leaders create an environment where employees feel valued and respected. C. C. Lee et al., (2023b) study highlights the importance of emotion management in teams. This insight suggests that when team members or leaders effectively manage emotions, it fosters a stronger sense of trust, loyalty, and commitment among the team. Lusiana & Indah Fajar Dini, (2024) study shows that emphasizes the significant role of a leader's emotional intelligence (EI) in building trust with employees, which in turn enhances work motivation and job performance, particularly in sales. C. Lee et al., (2022b) suggests that leaders who demonstrate strong emotional intelligence, such as understanding, managing emotions, showing empathy, and effective communication are better able to create a trusting environment within their teams. Fareed et al., (2021) states about the positive influence of leaders' emotional intelligence (EI) on project success. It emphasizes that high emotional intelligence in leaders helps boost employee confidence and improves the effectiveness of their work performance. C. C. Lee et al., (2023b) suggests that leaders with higher emotional intelligence (EI) naturally gain more trust from their employees. The H6 hypothesis is suggested in the following manner:

H6. Leader Emotional Intelligence has a substantial and beneficial impact on Trust in Supervisor

Legood et al., (2021) suggests that trust has a powerful and immediate influence on job performance. Trust serves as a critical driver of employee performance and also shapes how customers perceive an organization's employees. De Jong & Elfring, (2010) suggests that trust has a significant and positive influence on job performance, particularly through team supervision and team efforts. Y. L. A. Lee et al., (2020) states that employee trust in top management positively impacts job

performance through feedback search behavior. Overall, fostering a high-trust environment encourages employees to engage in feedback-seeking behavior, which is essential for personal and organizational growth. Cho et al., (2021) shows that trust in leadership fosters a positive work environment where employees feel confident and supported, leading to greater effort, engagement, and ultimately better performance. Trust in supervisors plays a crucial role in enhancing job performance by fostering motivation, open communication, and a supportive work environment (Caniago & Sudarmi, 2021). C. C. Lee et al., (2023) states that trust in supervisors positively affects job satisfaction and team performance. Chong & Law, (2016) states that trust in supervisors has a positive effect on job performance where this agreement is well-supported by research and practical observations in organizational behavior. The H7 hypothesis is suggested in the following manner:

H7. Trust in Supervisor has a substantial and beneficial impact on Job Performance

Based on the summary of hypotheses above (H1, H4, H7) and (H2, H5, and H7), it was developed two individual-level 1-1-1 mediation models where Trust in Supervisor acts as a mediator: (1) Transformational leadership at the individual level affects employees' trust in their supervisors, which ultimately impacts job performance and (2) Transactional leadership at the individual level affects employees' trust in their supervisors, which ultimately impacts job performance. In addition, The development of a 2-1-1 cross-level mediation model based on hypotheses H3, H6, and H7 involves examining how variables at different levels interact to influence outcomes. In this context, Trust in Supervisor serves as a mediator between Leader Emotional Intelligence at the team level and Job Performance at the individual level. The following are proposed Hypotheses H8, H9, H10:

H8. The strong and beneficial connection between Leader Emotional Intelligence and Job Performance is impacted by the intermediary role of trust in the supervisor.

H9. The strong and beneficial connection between Transactional Leadership and Job Performance is impacted by the intermediary role of trust in the supervisor.

H10. The strong and beneficial connection between Transformational Leadership and Job Performance is impacted by the intermediary role of trust in the supervisor.

3. Methodology

This study offers valuable insights into the connections between a leader's approaches to leadership, emotional intelligence, and job performance, with a focus on the mediating role of trust in supervisors. By examining these dynamics among human resources in selected manufacturing companies in Batam City, this research highlights how transformational and transactional leadership, along with leader emotional intelligence, influence job performance through the lens of trust. This approach helps uncover the mechanisms by which leadership practices shape workplace outcomes, offering practical implications for organizational development and leadership strategies in similar industrial contexts.

The population for this research, consisted of all human resources working in manufacturing companies in Batam City. Hair et al., (2011) states a solid methodological foundation for research, where using the ratio of 10 times the number of indicators, we can ensure that the sample is sufficiently large enough to yield reliable and valid results. With five variables and 30 questions, the target sample size will be 300 participants. This rigorous approach enhances the credibility of the findings, as a larger sample size can help to minimize sampling error and provide a more accurate representation of the population. At the end of the research period, researchers managed to collect 388 responses that were complete and could be used for data analysis. The structure of this research is presented below (Figure 1). The framework shows the relationship between transformational leadership, transactional leadership, leader emotional intelligence, trust in supervisor, and job performance.

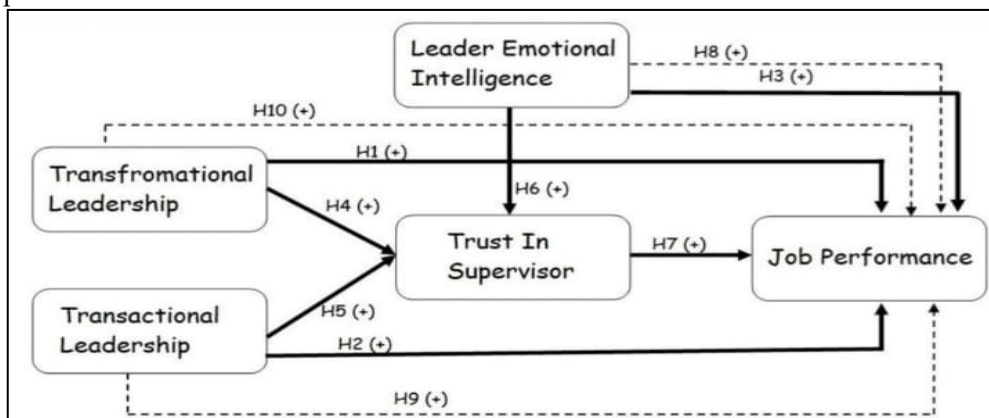


Figure 1 : Conceptual framework (Source: C. C. Lee et al., (2023))

This study focuses on areas within Batam City's Manufacturing industry, and were employed by using a quantitative approach, which collects data through questionnaire. The questionnaire was distributed directly to respondents through Google Forms where the survey period spanned from May 2024, till July 2024. The questionnaire design (Table 1) and Respondent's characteristic (Table 2) are presented below. Data analysis in this study was conducted using partial least squares structural equation modeling (PLS-SEM) with SmartPLS version 3.2.9 software.

4. Empirical Findings/Result

Table 1. Questionnaire Design (Source: C. C. Lee et al., (2023))

Variable	Indicators
Transformational Leadership	The supervisor shares with us the values and beliefs that he finds important.
	I feel that the supervisor has firm ambitions.
	I feel that the supervisor will provide me with sustained encouragement.
	The supervisor expresses their confidence and expectations for me.
	The supervisor encourages me to express my thoughts and opinions.
	The supervisor encourages me to raise questions and reflect constantly.
	I feel that the supervisor will be concerned about problems I encounter at work.
	I feel that the supervisor will be willing to make time to extend guidance to employees.
Transactional Leadership	The supervisor responds positively when I perform well.
	The supervisor shows me special commendation when I meet higher performance demands.
	The supervisor informs me of the rewards from completing my work.
	I feel that the supervisor will monitor my inadequacies at work.
	I feel that the supervisor will pay attention to those employees whose performance does not meet standards.
Leader Emotional Intelligence	I feel that the supervisor can sense the emotions of employees.
	I feel that the supervisor can identify the inner feelings of employees through conversation.
	I feel that the supervisor frequently sets goals for employees and makes an effort to accomplish them.
	I feel that the supervisor frequently provides employees with encouragement when they encounter difficulties.
	I feel that the supervisor can control his temper and deal with problems rationally.
	I feel that the supervisor has good control and management over their emotions.
Trust in Supervisor	I feel that the supervisor will treat me fairly.
	I believe that the supervisor is ethical.
	I feel that the supervisor will not deceive employees for

Job Performance	personal benefit.
	I feel that my supervisor will keep their promises.
	I believe that my supervisor's motivations and intentions are good.
	I feel that I can overcome difficulties at work.
	I take initiative in resolving problems at work.
	I work hard even in the absence of my supervisor.
	I look forward to being assigned challenging work
	I feel that my average work efficiency is relatively high.
	Overall, I can complete tasks required by the company well.

Table 2. Respondent's Characteristics

Characteristics	Criteria	Total	Percentage (%)
Gender	Man	199	57.2%
	Woman	149	42.8%
Age	Ranging from 18 to 30 Years	47	13.5%
	Ranging from 31 to 40 Years	243	69.8%
	Ranging from 41 to 50 Years	58	16.7%
	51 Years Old Above	0	0.0%
Marital Status	Married	180	51.7%
	Unmarried	153	44.0%
	Other Status	15	4.3%
Education	Secondary school or equivalent	85	24.4%
	High school or equivalent	101	29.0%
	Diploma or higher degree	162	46.6%
Tenure	1 to 3 Years	115	33.0%
	4 Years Above	233	67.0%
Income	Smaller or equal than Rp 4,500,000	91	26.1%
	Rp 4,500,001 till Rp 6,000,000	126	36.2%
	Rp 6,000,001 till Rp 7,500,000	103	29.6%
	Rp 7,500,001 till Rp 9,000,000	17	4.9%
	Greater than Rp 9,000,000	11	3.2%

A reliability analysis was performed to evaluate the stability and consistency of the dataset, typically assessed using Cronbach's α . As stated by DeVellis, (2017) a Cronbach's α value exceeding 0.70 demonstrates strong consistency and reliability of a scale. In this research, Cronbach's α values for the five latent variables varied

from the number of 0.927 to 0.973, with all of the values exceeding the 0.70 threshold. This indicates that the questionnaire developed for this research demonstrates an exceptionally elevated standard of reliability (Table 3). Validity pertains to the degree which the variables measured by a scale accurately capture and reflect the theme or concept being studied (H. Chen et al., 2010). Validity comprises three main types: content validity, convergent validity, and discriminant validity. Regarding content validity, the questionnaire utilized in this research was developed by reviewing and modifying items from questionnaires created by both local and international researchers. The items were aligned with the scope of the study and the reasons behind the research.

Table 3. Reliability & Validity analysis

Variable	Cronbach's α
Leader emotional Intelligence	0,94
Transformational leadership	0,97
Transactional leadership	0,93
Trust in supervisors	0,96
Job performance	0,94

According to DeVellis, (2017), a construct demonstrates high reliability when its Cronbach's α exceeds 0.70, while a Cronbach's α varying between 0.50 and 0.70 is deemed acceptable. As presented in Table 4, the Cronbach's α values of all variables examined in this study are above 0.50, suggesting that the variables measured show considerable internal consistency. Consequently, the outcomes of the questionnaire fall within a reliable range that is deemed acceptable. This research employed structural equation modeling (SEM) and implemented the two-step approach proposed by Anderson & Gerbing, (1988) for its evaluation. Factor loadings were used to assess construct validity within this research. As indicated in Table 4, the loadings of the factors for each assessed variable are statistically significant, indicating a strong level of convergent validity. Moreover, Confirmatory factor analysis (CFA) was performed to assess the convergent and discriminant validity of every construct. According to Anderson & Gerbing (1988), the measurement model within the structural model can be utilized to confirm whether each measured variable accurately reflects its related latent variable. As displayed in Table 5, the factor loadings for all measured variables exceeded 0.7 and has statistical significance. Thus, the questionnaire demonstrates outstanding convergent validity.

Table 4. Measurement Model

	Leader emotional Intelligence	Transformational leadership	Transactional leadership	Trust in supervisors	Job performance
Leader emotional Intelligence	0,90				
Transformational leadership	0,87	0,96			
Transactional leadership	0,85	0,74	0,95		
Trust in supervisors	0,79	0,78	0,82	0,95	

Job performance	0,63	0,62	0,60	0,60	0,95
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Regarding discriminant validity, this study applied the Fornell & Larcker, (1981) criterion to evaluate discriminant validity, which is demonstrated when the square root of a construct's average variance extracted (AVE) is higher than the correlation coefficients with other constructs. For instance, with the correlation between leader emotional intelligence and transformational leadership at the number of 0.873, and their respective AVEs at 0.903 and 0.961, this difference confirms that there is strong discriminant validity among the constructs. This approach ensures that the constructs in your model are distinct from one another, as seen in your results, like those presented in Table 4.

Table 5. Analysis of the questionnaire's reliability, factor loading, and AVE

Variable	Factor loading-unstandardized	Factor loading - standardized	Error variance	Reliability of measured variable	Composite reliability (CR)	AVE	Structural equation assessment R^2
Leader emotional intelligence					0,93	0,82	
Identifying the emotions of others	1	0,84	0,17	0,70			
Utilizing emotions	0,98***	0,89***	0,11	0,79			
Managing one's own emotions	0,92***	0,79***	0,20	0,63			
Transformational leadership					0,98	0,92	0,76
Idealized influence	0,97***	0,91***	0,09	0,83			
Inspirational motivation	1,01***	0,95***	0,05	0,91			
Intellectual stimulation	1,04***	0,93***	0,08	0,86			
Individualized consideration	1	0,92	0,08	0,85			
Transactional leadership					0,95	0,90	
Contingent reward	1,02***	0,91***	0,08	0,83			
Management by exception	1	0,88	0,11	0,78			
Trust in supervisors					0,98	0,90	0,74
Trust in supervisors (1)	0,99***	0,86***	0,14	0,74			
Trust in supervisors (2)	0,94***	0,92***	0,07	0,84			
Trust in supervisors (3)	0,99***	0,90***	0,09	0,80			
Trust in supervisors	1,002***	0,91***	0,09	0,82			

(4)						
Trust in supervisors	1	0,94	0,06	0,87		
(5)						
Job performance					0,95	0,91
Task performance	0,93***	0,93***	0,05	0,87		
Contextual performance	1	0,88	0,12	0,77		

The findings revealed that the estimated coefficient for transformational leadership regarding job performance was measured with the number of 0.231, which is significant at the 5% level. This implies that how employees perceive their leaders' transformational leadership has a positive and significant impact on their job performance, thereby supporting H1. On the other hand, the estimated coefficient for transactional leadership related to job performance was measured with the number of 0.137, however it failed to achieve the 10% significance level. This suggests that employees' perceptions of their leaders' transactional leadership behaviors did not have a significant positive impact on their job performance, indicating that H2 is not supported. Additionally, the estimated coefficient of leader emotional intelligence on job performance was measured with the number of -0.218, which also failed to achieve the 10% significance level. This implies that employees' perceptions of their leaders' emotional intelligence did not significantly affect their job performance, leading to the conclusion that H3 is not supported.

In terms of trust in supervisors, the coefficient for transformational leadership was estimated at 0.384, which is significant at the 1% level, thus validating H4. The coefficient for transactional leadership's impact on trust in supervisors was 0.534, also significant at the 1% level. This indicates that employees who recognize strong transactional leadership traits in their supervisors are likely to exhibit greater trust in them, therefore endorsing H5. The coefficient for leader emotional intelligence relative to trust in supervisors was 0.830, significant at the 1% level, which illustrates a positive and noteworthy influence of leader emotional intelligence on trust in supervisors, thereby supporting H6. Lastly, the coefficient for trust in supervisors affecting job performance was in the number of 0.019, which did not achieve the 10% significance threshold. This suggests that a high degree of perceived trust in supervisors did not have a positive and significant impact on job performance, leading to the conclusion that H7 is unsupported.

The results presented show that trust in supervisors significantly mediates the connections between transformational leadership, transactional leadership, leader emotional intelligence, and job performance. An estimated coefficient of 0.153 with a significance level of 10% suggests that greater perceptions of leader emotional intelligence correlate with enhanced job performance. The findings reveal that trust in supervisors partially mediates the relationship between leader emotional intelligence and job performance, thereby supporting Hypothesis 8. With an

estimated coefficient of 0.405 and a significance level of 5%, the data confirms that higher perceptions of transactional leadership improve job performance. These results illustrate that the relationship between transactional leadership and job performance is also partially mediated by trust in supervisors, which supports Hypothesis 9. An estimated coefficient of 0.181 with a significance level of 10% indicates that higher perceptions of transformational leadership contribute to better job performance. The findings show that trust in supervisors partially mediates the connection between transformational leadership and job performance, thereby supporting Hypothesis 10.

5. Discussion

This study emphasizes the importance of leader emotional intelligence and leadership styles in influencing job performance. Recognizing from the research before shows that the positive correlations between transformational leadership and job performance can guide organizations in developing effective leadership training programs that enhance emotional intelligence and promote transformational leadership practices (Noruzy et al., 2013), in summary the closeness of the relationship between transformational leaders and employees plays a crucial role in enhancing job performance. Buil et al., (2019) believes that transformational leaders play a important role in shaping an environment that encourages proactive behavior, aligns individual interests with organizational goals, fosters creativity and innovation, and motivates employees to surpass performance expectations. The results support Hypothesis 1.

On the other hand, Hypothesis 2 is not supported. transactional leadership effectively improves employee performance by utilizing a structured system of rewards and penalties. By setting clear expectations and holding employees accountable, this leadership style can drive productivity and efficiency, especially in routine work settings. Judge & Piccolo, (2004) and Masa'deh et al., (2016) indicated that transactional leadership may not directly boost job performance, yet it can have indirect effects through mediating variables such as follower trust and value congruence. This suggests that while transactional leadership is often seen as more task-focused and less transformational, it can still foster performance improvements if it aligns well with trust and shared values within teams. Shih, (2006) notes that in some structured environments, like the banking sector, where remuneration and performance standards are rigid, transactional leadership may struggle to inspire significant performance changes. This is because transactional leadership relies on clear exchanges (rewards or punishments), which are less effective when employees are already working within well-defined performance systems. Therefore, motivation through transactional leadership becomes limited in such fixed scenarios, where transformational approaches might be more effective.

The findings reveal that leader emotional intelligence lacks a direct impact on job performance, as Hypothesis 3 is not supported. However, the indirect influence of

leader emotional intelligence, mediated by trust in supervisors, underscores the importance of trust as a critical mediator. This aligns with other research showing that while emotional intelligence alone may not always lead to immediate performance improvements, it can create an environment of trust that enables employees to perform better. Trust in supervisors, therefore, acts as a crucial link between leader emotional intelligence and enhanced job performance. (Joeliaty et al., 2017b).

Hypothesis 4 is affirmed, consistent with the conclusions of Asencio & Mujkic, (2016), who indicated that transformational leadership positively and significantly influences trust in supervisors. Employees who view their leaders as embodying strong transformational characteristics are probable to have higher levels of trust in them. Schlechter & Strauss, (2008) highlighted that transformational leaders help their subordinates tackle challenges and acknowledge their contributions. This ultimately enhances subordinates' trust in their supervisors, leading to a greater willingness to commit to both their supervisors and the organization. As they work towards fulfilling organizational objectives, transformational leaders showcase deep convictions and selflessness, which inspires their employees to excel. When employees respect their leaders highly, they are more inclined to align with those leaders' values and hold them in esteem (Jung & Avolio, 2000). Furthermore, transformational leaders inspire employees to reach their goals while also showing concern for their well-being, resulting in a perception of trustworthiness among their employees (Dirks and Ferrin, 2002).

Hypothesis 5 has been validated. Asencio & Mujkic, (2016) discovered that transactional leadership has a positive and significant impact on the level of trust in supervisors. Transactional leaders tend to obtain approval from their employees because these employees feel confident that these leaders can differentiate between rewards and punishments. As a result, employees are more likely to trust that they will receive the correct compensation for meeting the objectives set by their supervisors. Thus, H5 is validated. Hypothesis 6 is also validated. Employees' strong perceptions of their leader's emotional intelligence greatly improve their trust in supervisors. This finding is consistent with the research of D. Liu et al., (2012), which indicated that leaders with high emotional intelligence promote positive team morale and cultivate trusting relationships among team members. When conflicts occur, such leaders take appropriate actions to support team members in managing their emotions, resolving internal disagreements, and lessening the adverse effects of these conflicts, thereby bolstering trust within the team (Chang et al., 2012).

Hypothesis 7 is not supported. Sheng et al. (2005) suggests that interpersonal trust has a limited direct effect on employee job performance, with other factors like team communication, leadership styles, and individual task performance playing more significant roles. The fact that half of the participants were fresh entrants with limited experience may explain the diminished impact of trust in supervisors, as they needed more time to develop that trust. However, the results indicate that while trust

in supervisors might not directly influence performance, it plays an indirect role through leader emotional intelligence, transformational leadership, and transactional leadership, underscoring the complex ways in which leadership and trust interact to affect outcomes. In other words, with the right leadership style and method could boost employee to express their trust in their supervisors through their job performance. Thus, even though trust in supervisors did not directly and significantly influence job performance, an indirect effect was generated with trust in supervisors as a mediator variable.

Hypothesis 8, 9, 10 is supported, trust in supervisors is included as a mediator variable and running an analyses to have a clear understanding of whether each independent variable has a significant relationship with trust in supervisors is necessary. R. S. J. Lin & Hsiao, (2014) states that transformational leadership is often associated with enhancing trust in leaders because it emphasizes qualities such as inspiration, motivation, and supportive behaviors. Cai et al., (2018) studies also state that transformational leadership significantly and positively impacts trust in supervisors. Jung & Avolio, (2000) findings highlight the significant interplay between transactional leadership, trust in supervisors, and job performance. Cai et al., (2018) also believes in the significant positive influence of transactional leadership on trust in supervisors aligns with existing research and practical observations in organizational behavior. Schlechter & Strauss, (2008) research and theory well supported the idea of leader emotional intelligence (EI) significantly and positively influences trust in supervisors.

When the mediator variable of trust in supervisors is considered in the model, the results indicate partial mediation effects for the relationships between transformational leadership, transactional leadership, and job performance (Vance, 1933). Specifically, the estimated coefficient for transformational leadership stands at the number of 0.181, reaching a significance level of 10%, indicating a partial mediation effect. Similarly, the estimated coefficient for transactional leadership stands at the number of 0.405, significant at the 5% level, also showing a partial mediation effect. Additionally, the connection between a leader's emotional intelligence and job performance is affected by the mediating role of trust in supervisors. The estimated coefficient for emotional intelligence stands at the number of 0.153, achieving a significance level of 10%, indicating a partial mediation effect. These results suggest that while trust in supervisors plays a mediating role, both leadership styles and emotional intelligence continue to have a direct effect on job performance. This study expands the research on stratified correlation analysis by considering the cross-level effects of trust in supervisors on the relationship between leadership and performance outcomes. This study expands the research on stratified correlation analysis regarding trust (Schaubroeck et al., 2013).

In terms of control variables, this study reveals that the longer an employee's working period, the lower their perception of trust in supervisors. Senior employees,

who have accumulated more experience within the organization, often feel more empowered to participate in decision-making processes. This increased autonomy allows them to differentiate their thought processes, leverage their work experience, and establish a more secure position within the company. Consequently, they may become less reliant on their supervisors, which can lead to a decreased perception of trust. Despite this decline in trust, senior employees are typically less likely to disobey their superior's leadership. Their extensive knowledge of the organization allows them to respect the hierarchy while exercising greater independence in their roles. These findings suggest that organizations may need to adopt differentiated leadership strategies for employees at various stages of their careers, fostering trust in supervisors for newer employees while promoting autonomy and decision-making opportunities for senior staff (Frew & Jud, 1986).

6. Conclusions

This study confirms that transformational leadership, transactional leadership, and leader emotional intelligence have significant and positive relationships with trust in supervisors. On the other hand the only leadership style that has a significant and positive impact on job performance is transformational leadership. Additionally, the findings show that trust in supervisors has a significant impact and positive relationship with job performance, reinforcing the critical role trust plays in leadership dynamics. Moreover, the relationship between leader emotional intelligence, transformational leadership, and transactional leadership on job performance is influenced by the mediation effect of trust in supervisors. Through structural equation modeling (SEM) analysis, it becomes evident that trust in supervisors mediates the effect of leadership styles on performance, supporting the hypothesis of mediation in this context. This study may have been constrained by temporal restrictions imposed on participants and the reliance on online data collection. The online format of the questionnaire poses challenges in verifying the sincerity and attentiveness of participants' responses. Additionally, the data collected pertains specifically to the selected corporations and should not be generalized to other sectors. Future investigations should aim to overcome the constraints identified in this study and build upon its results. This approach will enable researchers to achieve a deeper insight into the examined relationships and their relevance in various contexts.

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