

THE EFFECT OF LEADER EMOTIONAL INTELLIGENCE ON JOB PERFORMANCE THROUGH TRUST IN SUPERVISOR

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Abstract: *The purpose of this study is to determine what variables can affect Job Performance, There are several variables studied, namely Transformational Leadership, Transactional Leadership, Leader Emotional Intelligence and the mediation variable Trust In Supervisor. This study used 102 employees at Instansi XYZ, the research data was obtained from distribution to employees through a Likert Scale questionnaire.*

Keywords: *Job Performance, Leader Emotional Intelligence, Transactional Leadership, Transformational Leadership, Trust In Supervisor.*

INTRODUCTION

Human resources are the wealth owned by a company, therefore the quality of human resources must be maximized in order to achieve the goals of the company or organization ([Christopher and Suryawan, 2022](#)). When employees are faced with a leader whose leadership style is not appropriate, employees will tend to be lazy,

which will impact their level of discipline at work ([Damayanti and Syahrin, 2022](#)).

Based on table 1 above, there was a slight decrease in 2023 compared to 2022. In 2022 and 2021, the achievement of resolving public complaints reached 100%, however, in 2023, the achievement dropped to 99.58%.

Table 1 Measurement of Performance Indicator Achievement

Year	Performance Indicators	Target	Realisasi
2021	Achievements in resolving public complaints	100%	100%
2022		100%	100%
2023		100%	99,58%

Source: Instansi XYZ

Transformational leadership

Transformational leadership emphasizes how leaders influence changes in the ideas and behavior of their employees so that employees are committed to fulfilling the organization's vision and goals ([Lee et al. 2022](#)). Transformational leadership is characterized by the ability to bring about significant change in followers and the organization. Transformational leadership has the ability to lead changes in the vision, strategy, and culture of the organization and drive innovation in products and technology ([Richard \(2018, 443\)](#)).

Transactional Leadership

Transactional Leadership is a process of transaction or exchange between leaders and followers. Transactional Leadership recognizes the needs and wants of followers and then explains how those needs and wants will be met in return for achieving certain goals or performing certain tasks ([Richard \(2018, 444\)](#)). Transactional leadership utilizes social behavior to maximize benefits at low cost. Such leaders will encourage their employees to fulfill their responsibilities and understand their goals and needs, and if an employee is able to complete their work and achieve good performance, then they will be rewarded ([Lee et al. 2023](#)).

Leader emotional intelligence

Leader emotional intelligence includes the leader's ability to control his or her own emotions, as well as recognize and manage the emotional conflicts of others ([Lee et al. 2022](#)). Leaders with high emotional intelligence enable employees to develop a sense of trust in their superiors through effective management and application of emotions ([Lee et al. 2023](#)).

Trust in supervisor

Trust means belief in the integrity, ability or character of someone or something in an organization. The benefits of trust include

creating a climate of sharing information and collaboration ([Manihuruk dan Soehari, 2020](#)). Leadership style is a factor that influences employee trust in their superiors as well as their job performance at a psychological level, employees who are in tune with their leader's leadership develop attitudes characterized by trust ([Lee et al. 2022](#)).

Job performance

Employees with high levels of organizational commitment identify themselves as proud members of the organization and enjoy their work ([Lee et al. 2022](#)). Performance is the result of an employee's work during a certain period compared to various possibilities, for example standards, targets/goals or criteria that have been determined in advance and agreed upon together ([Rivai, 2020](#)).

Transformational Leadership on Job Performance

Based on the results of the research conducted ([Lee et al. 2023](#)) states that Transformational Leadership has an influence on Job Performance. Based on the results of the research conducted ([Lee et al. 2022](#)) states that Transformational Leadership has an influence on Job Performance.

H₁: There is an Influence of Transformational Leadership on Job Performance

Transactional Leadership on Job Performance

Based on the results of the research conducted ([Jufrizen and Lubis, 2020](#)) *Transactional Leadership influences Job Performance*. Based on the results of the research conducted ([Benardo, 2023](#)) states that Transactional Leadership has an influence on Job Performance.

H₂: There is an Influence of Transactional Leadership on Job Performance

Leader Emotional Intelligence on Job Performance

Based on the results of the research conducted ([Lee et al. 2023](#)) states that *Leader emotional intelligence* has an influence on *Job performance*. Based on the results of the research conducted ([Jusweldi et al. 2022](#)) states that *Leader emotional intelligence* has an influence on *Job performance*.

H₃: There is an influence of Leader Emotional Intelligence on Job performance.

Transformational Leadership on Trust in supervisor

Based on the results of the research conducted ([Lee et al. 2023](#)) states that Transformational leadership has an influence on Trust in Supervisor. Based on the results of the research conducted ([Lee et al. 2022](#)) stated that Transformational leadership has an influence on Trust in Supervisor.

H₄: There is an influence of Transformational Leadership on Trust in supervisor

Transactional leadership on Trust in supervisor

Based on the results of the research conducted ([Lee et al. 2023](#)) states that transactional leadership has an influence on trust in supervisor. Based on the results of the research conducted ([Lee et al. 2022](#)) states that transactional leadership has an effect on trust in supervisor.

H₅: There is an influence of Transactional leadership on Trust in supervisor.

Leader Emotional Intelligence on Trust in supervisor

Based on the results of the research conducted ([Lee et al. 2023](#)) states that *Leader Emotional Intelligence* influences *Trust in Supervisor*. Based on the results of the research conducted ([Plessis et al. 2015](#)) states that *Leader Emotional Intelligence* influences

Trust in Supervisor.

H₆: There is an influence of Leader Emotional Intelligence on Trust in supervisor.

Trust in supervisor on Job performance

Based on the results of the research conducted ([Lee et al. 2023](#)) states that Trust in supervisor has an effect on Job Performance. Based on the results of the research conducted ([Setiawan dan Ekhsan, 2020](#)) states that Trust in supervisors has an effect on Job Performance.

H₇: There is an influence of trust in supervisor on job performance.

Transformational leadership with Job performance is influenced by the mediation effect of trust in supervisor

Based on the results of the research conducted ([Lee et al. 2023](#)) states that Transformational leadership and Job performance are influenced by the mediation effect of Trust in Supervisor. Based on the results of the research conducted ([Lee et al. 2022](#)) states that Transformational leadership influences Job performance through the mediation effect of Trust in supervisor.

H₈: There is an influence of Transformational Leadership on Job Performance influenced by the mediation effect of Trust in Supervisor.

Transactional Leadership with Job Performance is influenced by the mediation effect of Trust in Supervisor

Based on the results of the research conducted ([Lee et al. 2023](#)) states that transactional leadership influences job performance through the mediation effect of trust in supervisor. Based on the results of the research conducted ([Hutama et al. 2024](#)) states that transactional leadership influences job performance through the mediation effect of trust in supervisor.

H₉: There is an influence of Transactional leadership on Job performance which is influenced by the mediation effect of Trust in Supervisor.

Leader emotional intelligence with Job performance is influenced by the mediation effect of Trust in supervisor

Based on the results of the research conducted (Lee et al. 2023) states that Leader emotional intelligence influences Job performance through the mediation effect of Trust in supervisor. Based on the results of the research conducted (Jalees et al. 2023) states that Leader emotional intelligence influences Job performance through the mediation effect of Trust in supervisor.

H₁₀: There is an influence of Leader emotional intelligence on Job performance influenced by the mediation effect of Trust in supervisor.

Research methods

The object of this study is XYZ Agency using the Non-Probability Sampling method, The sample used in this study was 102 employees. The data collected came from a questionnaire distributed to employees of the relevant Instansi XYZ Transformational leadership (X₁) Transactional leadership (X₂) Leader emotional intelligence (X₃) Trust in supervisor (Z) dan Job performance (Y).

Respondent Gender

The following is a table of respondent characteristics based on gender obtained from the questionnaire data results.

Table 2 shows that from the data obtained, it can be concluded that the number of male respondents was the largest in this study.

The following is a table of respondent characteristics based on age obtained from the questionnaire data results.

Table 3 shows that from the data obtained, it can be concluded that the number of respondents who were the most aged in this study were 31-35 years, namely 50 or 49.0%.

Last Education

Respondents The following is a table of respondent characteristics based on their last education obtained from the questionnaire data.

Table 4 shows that from the data obtained, it can be concluded that the number of respondents with the highest level of education in this study was bachelor's degree, namely 59 or 57.8%.

Length of work

The following is a table of respondent characteristics based on length of service obtained from the questionnaire data.

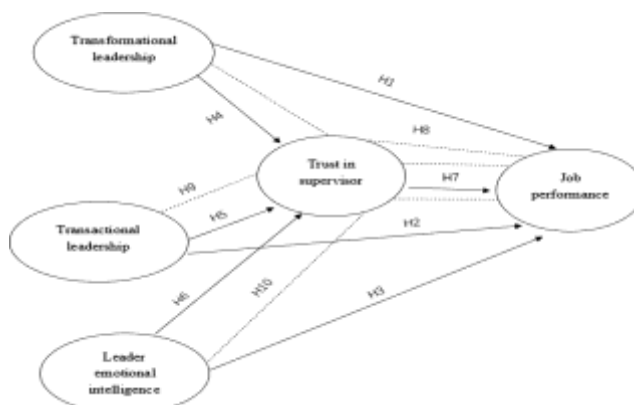


Figure 1. Research Model

Table 2 Gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Woman	47	46,1	46,1	100,0
Man	55	53,9	53,9	53,9
Total	102	100,0	100,0	

Source: Questionnaire data results from statistical processing

Respondent Age**Table 3 Age**

Age	Frequency	Percent	Valid Percent	Cumulative Percent
20-25	10	9,8	9,8	18,6
26-30	24	23,5	23,5	42,2
31-35	50	49,0	49,0	91,2
36-40	9	8,8	8,8	100,0
>40	9	8,8	8,8	8,8
Total	102	100,0	100,0	

Source: Questionnaire data results from statistical processing

Table 4 Last Education

Last Education	Frequency	Percent	Valid Percent	Cumulative Percent
SMA/SMK	8	7,8	7,8	100,0
Diploma	25	24,5	24,5	24,5
Sarjana	59	57,8	57,8	92,2
Pasca Sarjana	10	9,8	9,8	34,3
Total	102	100,0	100,0	

Source: Questionnaire data results from statistical processing

Table 5 shows that from the data obtained, it can be concluded that the number of respondents who had the longest working experience in this study was 3-4 years, namely 39 or 38.2%.

Based on Table 6, it shows that all indicators of the variables, namely Transformational leadership (X_1), Transactional leadership (X_2), Leader emotional intelligence (X_3), Trust in supervisor (Z) and Job performance (Y) have met the Convergent Validity requirements, namely the Loading

Factor value is >0.70 (Valid) and Table 6 shows that AVE is more than 0.5 so it can be concluded that all variables meet the convergent validity criteria.

Based on Table 7, it shows that all variables have a Composite Reliability value >0.70 , which means that all variables, namely Transformational leadership (X_1), Transactional leadership (X_2), Leader emotional intelligence (X_3), Trust in supervisor (Z), Job performance (Y) have met the requirements for Reliability testing.

Table 5 Length of work

Length of work	Frequency	Percent	Valid Percent	Cumulative Percent
1 - 2	26	25,5	25,5	40,2
3 - 4	39	38,2	38,2	78,4
5 - 6	22	21,6	21,6	100,0
> 6	15	14,7	14,7	14,7
Total	102	100,0	100,0	

Source: Questionnaire data results from statistical processing

Outer Model

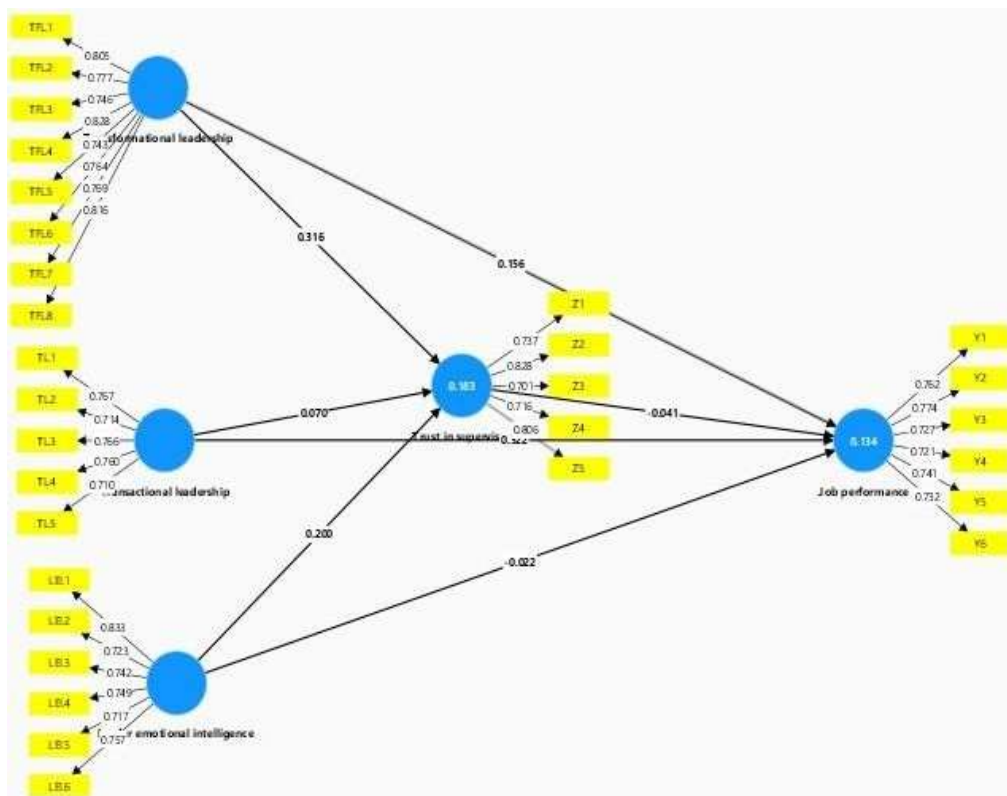


Figure 2 Measurement Model

Table 6 Loading Factor and AVE

Variable	Item	Loading Factor	AVE
Transformational leadership (X ₁)	TFL.1	0.805	0.661
	TFL.2	0.777	
	TFL.3	0.746	
	TFL.4	0.828	
	TFL.5	0.743	
	TFL.6	0.764	
	TFL.7	0.769	
	TFL.8	0.816	

Variable	Item	Loading Factor	AVE
Transactional leadership (X ₂)	TL.1	0.767	0.553
	TL.2	0.714	
	TL.3	0.766	
	TL.4	0.760	
	TL.5	0.710	
Leader emotional intelligence (X ₃)	LEI.1	0.833	0.569
	LEI.2	0.723	
	LEI.3	0.742	
	LEI.4	0.749	
	LEI.5	0.717	
	LEI.6	0.757	
Trust in supervisor (Z)	Z1	0.737	0.576
	Z2	0.828	
	Z3	0.701	
	Z4	0.716	
	Z5	0.806	
Job performance (Y)	Y1	0.762	0.552
	Y2	0.774	
	Y3	0.727	
	Y4	0.721	
	Y5	0.741	
	Y6	0.732	

Source: Statistical processing results

Reliability Test

Table 7 Cronbach's Alpha and Composite Reliability

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Information
Transformational leadership (X ₁)	0.911	0.926	Reliabel
Transactional leadership (X ₂)	0.806	0.861	Reliabel
Leader emotional intelligence (X ₃)	0.853	0.888	Reliabel
Trust in supervisor (Z)	0.820	0.871	Reliabel
Job performance (Y)	0.840	0.881	Reliabel

Source: Statistical processing results

Based on Table 8, it can be concluded that the correlation of the association construct has a greater value than the correlation of other constructs, so it has a good discriminant validity value.

Based on Table 9, it can be concluded that all variables have an HTMT value <0.90,

which means that all variables meet the requirements because Discriminant Validity has been achieved.

Discriminant Validity**Table 8 Fornell-Larcker Criterion**

	TFL	TL	LEI	Z	Y
TFL	0.743				
TL	0.110	0.754			
LEI	0.336	0.365	0.744		
Z	0.199	0.162	0.193	0.728	
Y	0.075	0.276	0.204	0.361	0.759

Source: Statistical processing results

Table 9 Heterotrait-Monotrait Ratio

	TFL	TL	LEI	Z	Y
TFL					
TL	0.115				
LEI	0.369	0.430			
Z	0.216	0.189	0.216		
Y	0.150	0.299	0.248	0.374	

Source: Statistical processing results

Hypothesis Testing**Table 10 Direct Effect Between Research Variables**

Hypothesis	Path	Original Sample (O)	Standard Deviation (STDEV)	T-Value	P-Value	Supported
H ₁	Transformation al leadership - Job performance	0.156	0.115	0.1354	0.176	NO
H ₂	Transactional leadership - Job performance	0.322	0.147	2.193	0.028	YES
H ₃	Leader emotional intelligence - Job performance	-0.022	0.143	0.153	0.878	NO
H ₄	Transformation al leadership - Trust in supervisor	0.316	0.094	3.353	0.001	YES
H ₅	Transactional leadership – Trust in supervisor	0.070	0.116	0.601	0.548	NO
H ₆	Leader emotional intelligence – Trust in supervisor	0.200	0.118	1.687	0.092	NO
H ₇	Trust in supervisor - Job performance	-0.041	0.119	0.342	0.733	NO

Source: Statistical processing results

Table 11 Direct Effect Between Research Variables

Hypothesis	Path	Original Sample (O)	Standard Deviation (STDEV)	T-Value	P-Value	Supported
H ₈	Transformation al leadership - Job performance	0.156	0.115	0.1354	0.176	NO
H ₉	Transactional leadership - Job performance	0.322	0.147	2.193	0.028	YES
H ₁₀	Leader emotional intelligence - Job performance	-0.022	0.143	0.153	0.878	NO

Source: Statistical processing results

1. Based on Table 10, it shows that the relationship between Transformational leadership and Job performance has an Original Sample (O) value of 0.156, T- Value of 1.354 <1.96, and P- Value of 0.176 > 0.05 so it can be concluded that H₁ is rejected. This means that Transformational leadership does not affect Job performance.
2. Based on Table 10, it shows that the relationship between Transactional leadership and Job performance has an Original Sample (O) value of 0.322, T- Value of 2.193 > 1.96, and P- Value of 0.028 < 0.05 so it can be concluded that H₂ is accepted. This means that Transactional leadership has an effect on Job performance.
3. Based on Table 10, it shows that the relationship between Leader emotional intelligence and Job performance has an Original Sample (O) value of -0.022, T- Value of 0.153 <1.96, and P-Value of 0.878 > 0.05 so it can be concluded that H₃ is rejected. This means that Leader emotional intelligence does not affect Job performance.
4. Based on Table 10, it shows that the relationship between Transformational Leadership and Trust in supervisor has an Original Sample (O) value of 0.316, T-Value of 3.353 > 1.96, and P-Value of 0.001 <0.05 so it can be concluded that H₄ is accepted. This means that Transformational Leadership has an effect on Trust in supervisor.
5. Based on Table 10, it shows that the relationship between Transactional leadership and Trust in supervisor has an Original Sample (O) value of 0.070, T-Value of 0.601 <1.96, and P-Value of 0.548 > 0.05 so it can be concluded that H₅ is rejected. This means that Transactional Leadership does not affect Trust in supervisor.
6. Based on Table 10, it shows that the relationship between Leader emotional intelligence and Trust in supervisor has an Original Sample (O) value of 0.200, T- Value of 1.687 <1.96, and P- Value of 0.092 > 0.05 so it can be concluded that H₆ is rejected. This means that Leader emotional intelligence does not affect Trust in supervisor.
7. Based on Table 10, it shows that the relationship between Trust in supervisor and Job performance has an Original Sample (O) value of -0.041, T-Value of 0.342 <1.96, and P-Value of 0.733 > 0.05, so it can be concluded that H₇ is rejected. This means that Trust in supervisor does not affect Job

- performance.
8. Based on Table 11, it shows that the relationship between Transformational leadership and Job performance is influenced by the mediation effect of Trust in supervisor which has an Original Sample (O) value of -0.013, T-Value of 0.326 <1.96, and P- Value of 0.744 > 0.05, so it can be concluded that H_8 is rejected. This means that there is no influence of Transformational leadership on Job performance influenced by the mediation effect of Trust in supervisor.
 9. Based on Table 11, it shows that the relationship between Transactional leadership and Job performance is influenced by the mediation effect of Trust in supervisor which has an Original Sample (O) value of -0.003, T-Value of 0.152 <1.96, and P- Value of 0.879 > 0.05, so it can be concluded that H_9 is rejected. This means that there is no influence of Transactional leadership on Job performance influenced by the mediation effect of Trust in supervisor.
 10. Based on Table 11, it shows that the relationship between Leader emotional intelligence and Job performance is influenced by the mediation effect of Trust in supervisor which has an Original Sample (O) value of -0.008, T-Value of 0.300 <1.96, and P- Value of 0.764 > 0.05 so it can be concluded that H_{10} is rejected. This means that there is no influence of Leader emotional intelligence on Job performance influenced by the mediation effect of Trust in supervisor.
- (X2), Leader Emotional Intelligence (X3), Job Performance (Y) at the XYZ agency, the following conclusions can be drawn:
1. Transformational leadership does not affect Job performance. The results of this study are inconsistent with the results of research conducted by [\(Lee et al. 2023\)](#) which states that Transformational Leadership affects Job performance.
 2. Transactional leadership has an effect on Job performance. The results of this study are consistent with the results of research conducted by [\(Lee et al. 2023\)](#) which states that Transactional leadership has an effect on Job performance.
 3. Leader emotional intelligence does not affect Job performance. The results of this study are inconsistent with the results of research conducted by [\(Lee et al. 2023\)](#) which states that Leader emotional intelligence affects Job performance.
 4. Transformational Leadership has an effect on Trust in supervisor. The results of this study are consistent with the results of research conducted by [\(Lee et al. 2023\)](#) which states that Transformational Leadership has an effect on Trust in supervisor.
 5. Transactional leadership does not affect Trust in supervisor. The results of this study are inconsistent with the results of research conducted by [\(Lee et al. 2023\)](#) which states that Transactional leadership affects Trust in supervisor.
 6. Leader emotional intelligence does not affect Trust in supervisor. The results of this study are inconsistent with the results of research conducted by [\(Lee et al. 2023\)](#) which states that Leader emotional intelligence affects Trust in supervisor.
 7. Trust in supervisor does not affect Job

CLOSING

Based on the results of the discussion and analysis regarding the mediating role of Trust in Supervisor (Z), and Transformational Leadership (X1), Transactional Leadership

performance. The results of this study are inconsistent with the results of research conducted by [\(Lee et al. 2023\)](#) which states that Trust in supervisor affects Job performance.

8. There is no influence of Transformational leadership on Job performance influenced by the mediation effect of Trust in supervisor. The results of this study are inconsistent with the results of research conducted by [\(Lee et al. 2023\)](#) which states that there is an influence of Transformational leadership on Job performance influenced by the mediation effect of Trust in supervisor.
9. There is no influence of Transactional leadership on Job performance influenced by the mediation effect of Trust in supervisor. The results of this study are inconsistent with the results of research conducted by [\(Lee et al. 2023\)](#) which states that there is an influence of Transactional leadership on Job performance influenced by the mediation effect of Trust in supervisor.
10. There is no influence of Leader emotional intelligence on Job performance influenced by the mediation effect of Trust in supervisor. The results of this study are inconsistent with the results of research conducted by [\(Lee et al. 2023\)](#) which states that there is an influence of Leader emotional intelligence on Job performance influenced by the mediation effect of Trust in supervisor.

Limitations

In this research, the researcher realizes that this research has a number of shortcomings and the research results are not completely perfect, the limitations include:

1. Researchers have limited time to conduct research.
2. This study only uses three independent

variables, namely Transformational leadership (X1), Transactional leadership (X2), Leader emotional intelligence (X3) so that there are still many factors that can influence job performance.

Recommendation

Referring to the findings and limitations of this study, the researcher suggests that companies and further researchers consider the recommendations proposed.

1. It is recommended to conduct further research by expanding the employee performance model by including other variables.
2. Researchers are advised to change the research object, expand the research scope, and adjust the research sample size.
3. Based on the research results, it is suggested that companies pay more attention to leadership styles, both Transactional and Transformational, and improve the emotional intelligence of leaders. In addition, efforts to build trust between superiors and subordinates also need to be a major concern for companies to improve Job performance.
4. Based on the research results, it shows that Transactional leadership has an effect on Job performance, so companies need to pay attention to the indicators of Transactional leadership, namely Contingent Reward and Management by Exception.
5. Based on the research results, it shows that Transformational leadership has an effect on Trust in supervisors, so companies need to pay attention to the indicators of Transformational leadership, namely Idealized influence, Inspirational motivation, Intellectual stimulation, Individualized consideration and Trust in supervisors,

namely Organizational Justice, Authentic Leadership.

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