Original Article

The Influence of Leader Emotional Intelligence, Transactional Leadership and Perceived Organizational Support on Job Performance Mediated by Trust in Supervisor

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Abstract

The primary objective of this research is to explore how the emotional intelligence of a leader, transactional leadership, and perceived organizational support impact job performance through the lens of trust in a supervisor. To collect quantitative data, a non-probability sampling technique was utilised, and an online questionnaire was distributed to 105 employees in Plaza Harco Mangga Dua, Jakarta, who hold supervisory positions and have been with the company for more than a year. Analysis of the data was conducted using SmartPLS-4 software. The findings revealed that leader emotional intelligence, transactional leadership, and perceived organizational support all have a beneficial influence on job performance. Additionally, leader emotional intelligence and transactional leadership were found to positively impact trust in supervisors, and perceived organizational support was also linked to higher levels of trust in supervisors, which in turn influenced job performance positively. In the analysis of mediation, it was found that trust in the supervisor plays a significant role in linking leader emotional intelligence, transactional leadership, and perceived organizational support to job performance. This study indicates that the aforementioned factors have a strong impact on job performance and can accurately predict it ($R^2 = 0.553$, $Q^2 = 0.356$). Moreover, this model also shows a high level of predictability when it comes to trust in the supervisor ($R^2 = 0.636$, $Q^2 = 0.429$). Based on research findings, Plaza Harco Mangga Dua Jakarta management should enhance leader emotional intelligence, transactional leadership, and perceived organizational support to improve employee performance and build trust in leadership.

Keywords: Leader Emotional Intelligence, Transactional Leadership, Perceived Organizational Support, Job Performance, Trust in Supervisor.

1. Introduction

Every organisation aims to achieve optimum work performance. The financial success of a business is directly linked to the effectiveness and output of its workforce, also known as their work performance. To stay ahead in the market, employees need to actively support the company's objectives, highlighting the significance of the bond between the employer and staff. A clear understanding of the company's expectations, requirements, and objectives by the employees will foster a harmonious work climate benefitting both parties involved (Lee et al., 2023).

This research is located at Plaza Harco Mangga Dua, as the research subjects are employees who have worked for one year or more who have positions as supervisors and

above. The initial step to find employee performance problems in the research subject, the researcher asked two questions to employees. The first question is whether employees have ever made work mistakes and the second question is whether employees in doing work do not achieve the targets desired by the company. The question was asked to thirty employees of the research subject. The results of the first question, there were 28 people who answered ever, and 2 people answered never. Of the total 30 respondents, most (93.33%) stated that they had made work mistakes, while only a small proportion (6.67%) stated that they had never made mistakes. This shows that almost all employees have experience making mistakes at work, which could be an indication that performance errors are quite common among employees.

In response to the second question, there were 23 respondents who answered never and 7 respondents who answered never. Of the 30 respondents who answered the second question, 23 people (76.7%) stated that they had never achieved the target, 7 people (23.3%) stated that they always achieved the target. Most employees, approximately 76.7%, have faced failure in reaching their work goals, with only around 23.3% of employees managing to consistently meet these targets. This suggests that a large portion of employees struggle to meet the desired performance levels. Performance issues among employees can be influenced by a variety of factors, including the emotional intelligence of their leaders, transactional leadership style, perceived support from the organization, and trust in their supervisors.

Leader emotional intelligence is the skill of navigating one's thoughts and behaviours by recognising and using emotions, whether they are one's own or someone else's. In upper management roles, emotional intelligence holds greater significance than logical intelligence, setting apart genuine leaders. A leader's emotional intelligence can forecast their interpersonal connections, job performance, and overall well-being.

In addition, emotional intelligence allows for precise interpretation of emotions and the application of emotional understanding to enhance cognitive skills, consequently impacting personal relationships with family and friends. Emotional intelligence can also enhance the job performance of managers and employees, as well as the overall success of an organisation (Lee et al., 2023). Research conducted by Pastore et al. (2020) discovered that emotional intelligence in leadership has a beneficial impact on job effectiveness. According to a study carried out by Lee and colleagues in 2023, it was discovered that emotional intelligence in leadership can significantly enhance job performance.

Transactional leadership is another key element impacting job performance, serving as a connection between leaders and their team members based on exchanges. Employees are incentivised when they follow their leader's instructions, creating a perception of a transactional relationship where rewards play a significant role. This approach may lead to employees placing excessive emphasis on the benefits they receive for meeting goals. Transactional leaders utilise rewards to inspire their team to meet their duties and implement penalties to address any misconduct. This style of leadership has been shown to enhance employee drive effectively (Hutama et al., 2024). A study by Lee et al. (2023) showed that transactional leadership correlates with improved job performance. Similarly, research by Hutama et al. (2024) also supports the idea that transactional leadership is beneficial for job performance.

Perceived organizational support plays a crucial role in influencing employee performance. It refers to the belief held by employees that their company appreciates their efforts and prioritizes their well-being. This belief also indicates how much importance the organization places on acknowledging contributions, addressing employee welfare, handling complaints, and treating its staff with fairness (Tayal et al., 2022). Organisations show support through actions such as providing fair pay, promotions, development opportunities, and

involving employees in decision-making. Positive organisational support creates a comfortable and conducive work environment, which ultimately improves employee performance. When employees feel supported, they will feel more responsible for the organisation, which has an impact on improving their performance. Research conducted by Ramadhan (2017) revealed that POS has a beneficial impact on job effectiveness.

Besides these factors, there are other elements that impact job performance and also play a role in how leader emotional intelligence, transactional leadership, and perceived organizational support influence job performance. The interaction between managers and employees involves an individual who inspires confidence in others and maintains positive expectations. Teamwork and collaboration between employees and supervisors are crucial in reaching organizational objectives and ensuring smooth business operations. Trust in supervisors is a fundamental aspect of contemporary management practices. An authentic leader is known for being dependable, respectful, and committed to ethical standards. The ability of organization members to work together harmoniously depends on a strong sense of mutual trust between employees and their superiors (Bieńkowska & Tworek, 2023). In a study carried out by Lee et al. (2023), it was discovered that having trust in supervisors can enhance job performance.

2. Literature Review

2.1. The Relationship between Leader Emotional Intelligence on Job Performance

Leaders with high emotional intelligence are able to understand the needs and feelings of team members, creating a positive work environment. This environment encourages open communication, collaboration and stronger interpersonal relationships, which contributes to increased trust between team members to achieve common goals. (Schaufeli, 2015). In addition, leaders' emotional intelligence motivates employees to perform better and increases their engagement, thus having a positive impact on performance. The well-being of employees taken care of by leaders is proven to improve their quality of life and dedication to duty. (Bakker et al., 2014). Research conducted by Lee et al. (2022) shows that the leader's ability to manage emotions increases work effectiveness. The same thing was found by Lee et al. (2023) that link leaders' emotional intelligence with improved work performance. Adha and Syarif (2022) also revealed that leaders' emotional intelligence affects workplace performance. H_1: Leader Emotional Intelligence has a positive effect on Job Performance

2.2. Transactional Leadership's Relationship to Work Performance

Transactional leadership enhances job performance through clear structure, timely feedback, and rewards, motivating employees to achieve organisational goals (Tayal et al., 2022; Khan et al., 2023). This leadership style is particularly effective in complex environments, where structured, results-focused approaches are vital (Javed et al., 2020). By addressing basic employee needs, such as recognition and support, transactional leadership fosters productivity and commitment, ultimately boosting individual and team performance (Khalili, 2016; Judge & Piccolo, 2015). Studies by Lee et al. (2023), and Hutama et al. (2024) confirm its positive impact on work outcomes, while Adha and Syarif et al. (2022) highlight the complementary role of a leader's emotional intelligence in influencing performance. H_2: Transactional Leadership has a positive effect on Job Performance

2.3. Relationship between Perceived Organization Support on Job Performance

Employees' perception of organizational support reflects their sense of being valued and cared for by the company. This perception fosters commitment, boosting motivation and productivity (Rhoades & Eisenberger, 2002). A supportive environment reduces stress, enhancing both mental well-being and productivity (Chughtai & Rizvi, 2019). Research shows that organizational support, through recognition, emotional support, or resources, is linked to job satisfaction, which mediates the relationship between support and employee performance (Langfield-Smith, 1997). Studies by Ramadhan (2017), Fetriah & Hermingsih (2023) and Ridwan et al. (2020) confirm that perceived organizational support improves job performance. Thus, fostering a supportive work environment is key to enhancing employee dedication and achieving organizational goals.

H_3: Perceived Organizational Support has a positive effect on Job performance.

2.4. The relationship between Leader Emotional Intelligence on Trust in Supervisor

Leaders with strong emotional intelligence and empathy build trust, enhancing employee satisfaction and performance. Miao et al. (2018) found that emotional intelligence fosters strong team relationships and improves job satisfaction. Schlechter and Strauss (2008) highlighted that developing leaders' emotional intelligence boosts team trust and collaboration. Prati et al. (2003) noted that emotionally intelligent leaders better address employees' emotional needs, strengthening trust. Recent studies by Lee et al. (2022), Lee et al. (2023), and Bieńkowska (2023) further confirm the positive link between leader emotional intelligence and trust in supervisors.

H_4: Leader Emotional Intelligence has a positive effect on Trust in Supervisor.

2.5. Relationship between Transactional Leadership on Trust in Supervisor

Transactional leadership significantly influences trust among team members by setting clear expectations and rewarding achievements. A structured reward system boosts employees' confidence in being recognized for their efforts, thereby enhancing trust (Breevaart et al., 2014; Tarique, 2022). However, trust depends on the leader's consistency; inconsistent rewards or unfulfilled promises can undermine it (Dahl & Myhr, 2015; Gonzalez & Garcia, 2020). Studies by Hutama et al. (2024), Lee et al. (2023), and Lee et al. (2023) confirm a positive relationship between transactional leadership and trust in leadership, emphasizing the importance of integrity and reliability in maintaining trust.

H_5: Transactional Leadership has a positive effect on Trust in Supervisor

2.6. The Relationship of Perceived Organisational Support to Trust in Supervisor

Perceived organizational support (POS) significantly influences employees' trust in management and organizational structure. When employees feel supported, they develop trust in management, fostering collaboration, commitment, and job satisfaction (Eisenberger et al., 2020; Gonzalez et al., 2018;; Ertürk, 2016). POS also enhances team trust, improving communication and participation (González-Cánovas et al., 2024; Rhoades and Eisenberger, 2014; Ertürk, 2016). Studies by Lee et al. (2022), and Kulachai et al. (2023) confirm that POS positively impacts trust in supervisors, strengthening employee relationships and dedication.

H_6: Perceived Organizational Support has a positive effect on Trust

2.7. The Relationship of Trust in Supervisor to Job Performance

Trust between employees and superiors, as well as among colleagues, positively influences individual and team performance. Colquitt et al. (2007), emphasize that trust enhances communication and collaboration, boosting efficiency and productivity. Dirks and Ferrin (2002) and (Chen et al., 2019) suggest that trust reduces conflict and fosters teamwork. Trust also increases employee engagement and commitment, as noted by Hassan & Wright (2015), while Wang et al. (2014) assert that it drives innovation in creative industries. Furthermore, Schaubroeck & Lam (2018) and Dirks and Ferrin (2002) argue that trust in managers boosts motivation and alignment with organizational goals. Recent studies by Chen et al. (2019), Ndlovu et al. (2021), Lee et al. (2022), Hutama et al. (2024) and Bieńkowska (2023) further confirm the positive link between trust in supervisors and job performance, highlighting trust's role in organizational success.

H_7: Trust in Supervisor has a positive effect on Job Performance.

2.8. Relationship between Leader Emotional Intelligence and Job Performance mediated by Trust in Supervisor

Leaders' emotional intelligence significantly influences employee performance, with trust playing a key role in this relationship. Emotionally intelligent leaders understand both their own emotions and those of their team, fostering effective communication and empathy (Mayer et al., 2016). When trust is built through transparent communication and emotional support, it creates a positive environment that boosts employee engagement and team effectiveness (Schaubroeck et al., 2021). Employees who trust their leaders are more motivated, leading to improved performance and innovation (Salas-Vallina et al., 2020). Studies show that trust in supervisors mediates the relationship between emotional intelligence and job performance Lee et al. (2023) Lee et al. (2022), and Xiaqi et al. (2012).

H_8: Leader Emotional Intelligence with Job Performance mediated by Trust

2.9. The Relationship of Transactional Leadership to Job Performance mediated by Trust in Supervisor

Transactional leaders set clear goals and offer rewards based on performance, fostering an environment where employees feel valued and secure. Studies show that when trust is established between leaders and employees, it enhances engagement and boosts both individual and team performance (Breevaart et al., 2014; Tarique, 2022). However, the success of transactional leadership also depends on the leader's consistency and integrity. If promises or rewards are not reliably delivered, trust may be undermined, damaging performance (Dahl & Myhr, 2015; Gonzalez & Garcia, 2020). Trust is thus key to linking transactional leadership with job productivity, as leaders who build trust inspire better results. Research by Khalili (2016) emphasizes that trust is essential for a positive work environment, influencing employee commitment and effectiveness (Colquitt et al., 2015). Lee et al. (2022)Lee et al. (2023), and Hutama et al. (2024) further find that supervisor trust mediates the relationship between transactional leadership and job performance.

H_9: Trust in the supervisor plays a role in connecting Transactional Leadership with job performance.

2.10. The link between Perceived Organisational Support and Job Performance which is mediated by Trust in Supervisor

Ali et al. (2023) explored how a leader's emotional intelligence affects employee performance, with trust serving as a mediator. Leaders with high emotional intelligence can manage their own emotions and understand their team's feelings, fostering trust and

cooperation. When employees feel trusted, they become more engaged and motivated, improving performance. This aligns with previous studies showing that leadership support and trust enhance employee dedication and efficiency. Additionally, the research highlights the importance of leaders improving their emotional intelligence to create a positive work environment, which boosts individual and team performance (Hassan & Wright, 2015; Khalili, 2016; Wang et al., 2020; Salas-Vallina et al., 2018; and Ali et al., 2019). Trust, reinforced by organizational support, facilitates innovation and reduces stress, improving overall performance. Trust in supervisors also mediates the link between perceived organizational support and job performance (Kulachai et al., 2024; Lee et al., 2020; and Lee et al. (2022).

H_{10}: Trust in Supervisor mediates the relationship between Perceived Organizational Support and Job Performance.
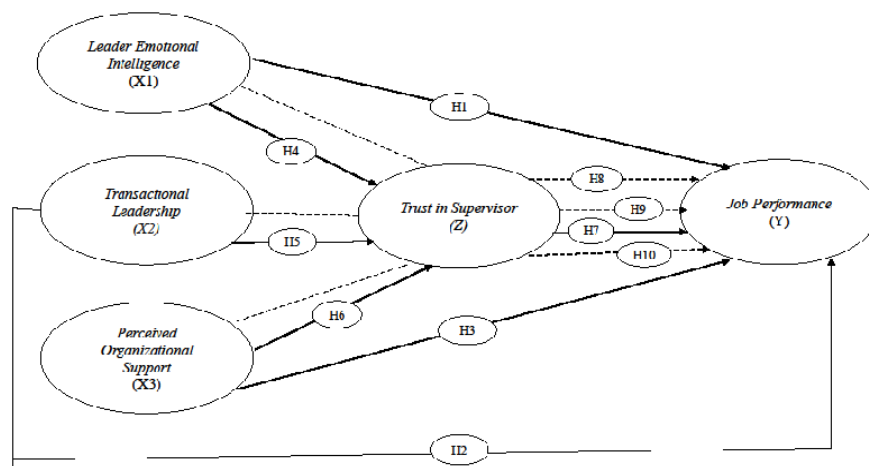

Figure 1. Research Framework
Source: Adapted from Lee et al. (2023); Sanlioza et al. (2022); Kulachai et al. (2023)

3. Methods

3.1. Research Type

This study utilises quantitative methodologies with a causal perspective in order to uncover the relationship between variables. The focus is on testing hypotheses to establish how the independent variable impacts the dependent variable.

3.2. Research Subjects

The subjects of this research are company employees who have worked for one year or more who have positions as supervisors and above. The research location is at Plaza Harco Mangga Dua, Jakarta. This criterion aims to ensure that respondents have had comprehensive experience in leading teams, so that they understand more deeply the questionnaire questions related to the variables raised in this study.

3.3. Object of Research

This research will involve three different categories of variables - independent, dependent, and mediating. The focus of this study is on examining three independent variables: Leader Emotional Intelligence, Transactional Leadership, and Perceived Organizational Support. The objective of this investigation is to analyse the impact of these independent variables on the dependent variable, Job Performance. Additionally, the influence of the mediating variable, Trust in Supervisor, will also be explored in this study.

3.4. Variable Measurement Scale

Measurement scales refer to instruments or methods used to classify research subjects in evaluating variables in a study (Bougie & Sekaran, 2019). A Likert scale ranging from 1 to 5 was utilised in the research, with 1 representing 'Strongly Disagree' and 5 representing 'Strongly Agree.' This scale is specifically created to gauge the respondent's stance on a particular statement.

3.5. Data Collection Sources and Techniques

Data for this research was gathered by sending out surveys in the format of Google Forms, which were then shared through WhatsApp. The target respondents selected were company employees who had worked for one year or more who had positions as supervisors and above. The research location is at Plaza Harco Mangga Dua, Jakarta.

3.6. Questionnaire Preparation Technique

In this study, the questions in the questionnaire were designed to avoid the use of language that was unclear, ambiguous, or that could influence respondents to give certain answers, so that it could be well understood by all respondents. This questionnaire is prepared in an online format and will be distributed to respondents online.

3.7. Population and Sample

The participants in this research were employees working at Harco Mangga Dua Jakarta. Sampling is done in research to save time and resources in data collection. However, the sample chosen must accurately represent the desired population of participants. In the initial test, 30 participants were selected, while 105 participants were chosen for the main test.

3.8. Data Analysis Technique

In this research, the data analysis is conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique, which is useful for statistical analysis and testing hypotheses. PLS-SEM provides a pragmatic approach to addressing managerial obstacles and has benefits for analysing data that do not adhere to the normality assumption or when the dataset is limited in size (Sholihin & Ratmono, 2021). Furthermore, this approach has the capacity to evaluate Structural Equation Modelling (SEM) models from various angles, allowing for the incorporation of multiple indicator measurement scales, including ratio, category, and Likert scale, into a single research model (Hair & Alamer, 2022).

4. Results and Discussion

4.1. Research Result

4.1.1. Inferential Statistics
A. Outer Model

The outcomes of the outer model in this research were gathered using SmartPLS 4.1.0.2 software. In this study, there are 28 indicators used to measure the model. According to the results shown in Figure 2, it is evident that all indicators meet the validity requirements based on the necessary outer loading value of > 0.7. (Hair & Alamer, 2022).

B. Validity Test Results

This study uses SmartPLS 4.1.0.2 software to obtain the results of the outer model. The results presented here are from the external model in this research.

Table 1. Convergent Validity

Variable	Indicator	Loading Factor (>0,7)	Average Variance Extracted (AVE) (>0,5)
Leader Emotional Intelligence (LEI)	LEI1	0,792	0.995
	LEI2	0,766	
	LEI3	0,757	
	LEI4	0,827	
	LEI5	0,754	
	LEI6	0,729	
Transactional Leadership (TL)	TL1	0,701	0.886
	TL2	0,714	
	TL3	0,703	
	TL4	0,864	
	TL5	0,829	
Perceived Organizational Support (POS)	POS1	0,798	0.894
	POS2	0,832	
	POS3	0,877	
	POS4	0,790	
	POS5	0,877	
	POS6	0,820	
Trust in Supervisor (TIS)	TIS1	0,860	0.992
	TIS2	0,782	
	TIS3	0,908	
	TIS4	0,881	
	TIS5	0,712	
Job Performance	JP1	0,799	0,979
	JP2	0,804	
	JP3	0,867	
	JP4	0,833	
	JP5	0,857	
	JP6	0,778	

C. Reliability Test Results

In this external analysis, reliability is assessed by reviewing Cronbach's alpha and composite reliability values, with the standard for reliability being deemed satisfactory if the value exceeds 0.7.

Table 2. Reliability Test

Variable	Cronbach's alpha (> 0,7)	Composite reliability (> 0,7)
Job Performance	0,905	0,907
Leader Emotional Intelligence	0,864	0,867
Perceived Organizational Support	0,912	0,920
Trust in Supervisor	0,886	0,895
Transactional Leadership	0,822	0,836

Source: Smart PLS4 data processing results (2024)

D. Inner Model

The concept of internal model testing involves making predictions about the connection between hidden factors and indicating the path of such a relationship.

a. Collinearity

According to the findings from analysing the data with SmartPLS4, it is evident that all variables have a VIF value less than 3, suggesting that the variables are interconnected. The overall quality of the research model can be considered satisfactory, without any problems of multicollinearity.

Table 3. Multicollinearity test

Dependent	Trust in Supervisor (TIS)	Job Performance (JP)
Leader Emotional Intelligence	2,496	2,556
Perceived Organizational Support	1,402	1,406
Transactional Leadersihp	2,057	2,750
Trust jn Supervisor		2,283

Source: SmartPLS4 Data Processing Results (2024)

b. Coefficient of determination (R-Square)

The R-squared value falls between 0 and 1 ($0 \le R^2 \le 1$), with a higher value indicating a stronger ability of the independent variable to explain the dependent variable. Typically, R^2 values greater than 0.75 are considered robust, values above 0.50 are seen as moderate, and values above 0.25 are considered weak. However, if the R-squared value goes beyond 0.9, it suggests that the research model may be too complex (Sarstedt et al., 2017; Hair et al., 2021).

Table 4. Coefficient of Determination

Dependent	R-Square	Interpretation
Trust in Supervisor	0,636	weak explanatory power
Job Performance	0,553	weak explanatory power

Source: SmartPLS4 Data Processing Results (2024)

Based on these findings, it is evident that the level of trust in supervisors can mostly be accounted for by factors such as leaders' emotional intelligence, transactional leadership, and perceived organizational support, amounting to 63.6%. The remaining variance can be attributed to other factors not considered in this research. Additionally, the R2 value for job performance stands at 0.553, indicating that only 55.3% of the variability in job performance is explained by leaders' emotional intelligence, transactional leadership, perceived organizational support, and trust in supervisors. Both R2 results are included in the weak explanatory power category.

c. Effect Size (F^2)

The F^2 value is divided into three levels: $F^2 > 0.02$ signifies a minor impact; $F^2 > 0.15$ signifies a moderate impact; and $F^2 > 0.35$ signifies a substantial impact. Conversely, a F^2 value below 0.02 suggests that the independent variable does not have a noteworthy influence on the dependent variable (Hair & Alamer, 2022).

Table 5. Effect Size (F^2)

Dependent	F^2
Leader Emotional Intelligence-> Trust in Supervisor	0,024
Leader Emotional Intelligence-> Job Performance	0,030
Transaction Leadership-> Trust in Supervisor	0,596
Transaction Leadership-> Job Performance	0,083
Perceived Organizations Support -> Trust in Supervisor	0,003
Transaction Leadership-> Job Performance	0,816
Trust in Supervisor -> Job Performance	0,003

Source: SmartPLS4 Data Processing Results (2024)

The analysis of the F2 results indicates that the transactional leadership variable significantly influences job performance with an effect size of 0.816. Similarly, the impact of transactional leadership on trust in the supervisor is strong, with an effect size of 0.596. In contrast, the effects of transactional leadership on job performance, leader emotional

intelligence on job performance, and leader emotional intelligence on trust in supervisor are of moderate magnitude, with effect sizes of 0.083, 0.030, and 0.024 respectively. The perceived organizational support provided by leaders has a minimal impact on trust in supervisors, with an effect size of 0.003.

d. Coefficient of relevance (Q-square)

A Q^2 value below 0.25 suggests poor predictive accuracy, while values between 0.25 and 0.5 indicate decent predictive accuracy. Values exceeding 0.5 signify strong predictive accuracy (Hair et al., 2021).

Table 6. Q^2 value

Dependen	Q^2
Trust in Supervisor	0,429
Job Performance	0,356

Source: SmartPLS4 Data Processing Results (2024)

From the above results, it can be said that the trust in supervisor and job performance variables have moderate relevance prediction ability (Q2 in the range of 0.25-0.5).

e. Hypothesis Testing

When the T-statistic value exceeds the T-table value of 1.645 at a 5% significance level, it signifies a significant positive impact. On the other hand, if the T-statistic value falls below 1.645, it suggests there is no notable correlation between the variables being studied.

Table 7. Sign and Significance of Path Coefficient

Hyphothesis	Path Coefficient	T Statistics	P Values	Results
H1 (+): Leader Emotional Intelligence -> Job Performance	0,186	11,791	0,003	Supported
H2 (+): Transactional Leadership -> Job Performance	0,348	4,947	0,003	Supported
H3 (+): Perceived Organizational Support -> Job Performance	0,716	12,184	0,000	Supported
H4 (+): Leader Emotional Intelligence -> Turn in Supervisor	0,147	11,685	0,002	Supported
H5 (+): Transactional Leadership -> Turn in Supervisor	0,668	8,908	0,000	Supported
H6 (+): Perceived Organizational Support -> Turn in Supervisor	0,041	8,498	0,018	Supported
H7 (+): Trust in Superviser -> Job Performance	0,060	4,431	0,007	Supported

Source: SmartPLS4 Data Processing Results (2024)

f. Mediation Analysis

The following are the results of the specific indirect effect of the mediating variable trust in supervisor.

Table 8. Specific Indirect Effect Results

Hypothesis	Path Coefficient	T Statistics	P Values	Results
H8 (+): Leader Emotional Intelligence -> Trust in Supervisor -> Job Performance	0,329	7,365	0,015	Supported
H9 (+): Transactional Leadership -> Job Performance	0,422	8,185	0,003	Supported
H0 (+): Perceived Organizational Support -> Job Performance	0,540	6,420	0,005	Supported

Source: SmartPls 4 data processing results (2024)

g. Importance Peformance Map Analysis

The IPMA analysis was conducted using a combination of descriptive analysis (mean performance) and inferential analysis (total effect).

Table 9. Importance MAP Results

Variable	Construct Importance for Job Performance	Construct Performance for Job Performance
Leadership in Intelligence	0,395	63,404
Transactional Leadership	0,308	65,701
Perceived Organization Support	0,319	64,629
Trust in Supervisor	0,360	65,701
Mean	0,345	63,493

Source: SmartPLS Data Processing Results (2024)

From the table 9, it can be seen that the average value (mean) for the importance and performance of the employee performance construct. The mean for importance is 0.345 and the mean for performance is 63.493, the value below this mean can be considered low while above the mean is considered high. From this data, two lines can be drawn so that four quadrants can be grouped in the mapping graph as shown in Figure 4.3. Through IPMA analysis, it can be seen what variables have shown good performance and need to be maintained and what factors still need to be improved. The following is an explanation of each quadrant: (García-Fernández et al., 2020) 1) quadrant I (top right) = important and already performing 2) Quadrant II (bottom right) = important and not yet performing 3) Quadrant III (bottom left) = not important and not yet performing 4) Quadrant IV (top left) = not important but already performing.
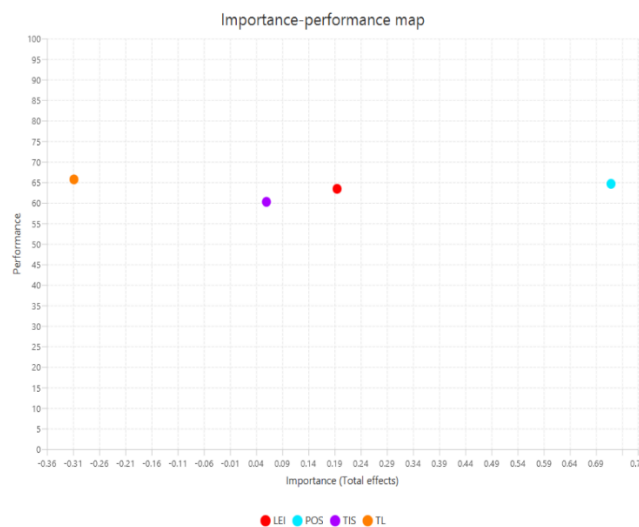

Figure 2. Construct IPMA Results
Source: PLS-SEM Data Processing Results (2024)

From Figure 2 of the IPMA output results, it can be seen that for the target construct of the research model, namely job performance, the variable perceived organizational support is in the upper right area, this indicates an important area and has not yet performed. Therefore, it can be suggested to the HR division managerial to pay attention and increase perceived organizational support so that employees can have trust in supervisors so that employee performance can improve. Meanwhile, in the upper left area there are variables of leader emotional intelligence, transactional leadership and trust in supervisor, this area is not important but already performing. It is recommended to the HR division managerial to be able

to pay more attention and further improve these variables so that employees can pay attention and improve their performance.

More in-depth analysis can be done at the IPMA Indicator level. In table 4.15, it can be seen the average value (mean) for the importance and performance of the employee performance construct for each indicator. The mean indicator for importance is 0.109 and the mean for performance is 51.173. From this data, two lines can be drawn so that the mapping graph can be grouped into four quadrants as shown in Figure 4.

Based on the average, the following is a figure of the IPMA indicator results:
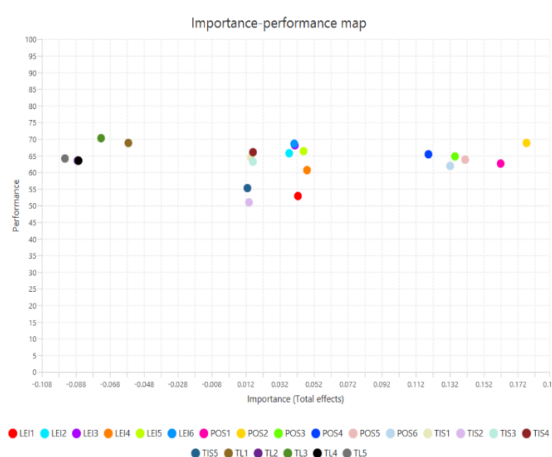

Figure 3. Indicator IPMA Results
Source: PLS-SEM Data Processing Results (2024)

At the indicator level we can see LEI1. LEI2, LEI3, LEI4. LEI5, LEI6, POS1, POS2, POS3, POS4, POS5 and POS6, are in the upper right area. This area shows important areas and is already performing or has good performance with POS6 'This organisation really cares about my welfare.' is the indicator that has performed best. The HR Division has provided the best attention and care for employees so that it has an impact on improving employee performance. In the left area there are TL1, TL2, TL3, TL4, TL5, TIS1, TIS2, TIS3, TIS4, and TIS5 which show important areas and have not performed with the lowest performance value in TIS2 'I believe that the supervisor is ethical.'. Therefore, it can be suggested to the HR division managerial to pay attention and improve the work ethics of supervisors in order to improve employee performance.

4.2. Discussion

4.2.1. Leader Emotional Intelligence on Job Performance

According to the study findings, it was determined that the emotional intelligence of a leader positively impacts job performance, therefore confirming hypothesis 1. The study results align with the research done by Lee et al. (2022) which also concluded that leader emotional intelligence has a positive influence on job performance. Similarly, Lee et al. (2023) also found that leader emotional intelligence has a beneficial impact on job performance. A study by Latief and Asniwati (2023) also supports the notion that leader emotional intelligence affects job performance positively.

These results indicate that leaders who have emotional intelligence are able to understand their own and others' emotions. This allows them to manage emotional situations well, reduce conflict, and create a harmonious work environment. The ability to manage emotions helps leaders stay calm under pressure, set a positive example for the team, and

maintain focus on goals. Emotionally intelligent leaders are better able to communicate with empathy, listen well, and provide constructive feedback. This improves working relationships and collaboration, which in turn increases productivity.

In addition, leaders with high emotional intelligence can recognise the emotional needs of their team and provide appropriate support. This increases job satisfaction, engagement, and employee motivation, leading to better performance. Emotional intelligence helps leaders handle conflict in a positive way, prevent escalation of issues, and find win-win solutions. This creates a healthier work environment and increases team efficiency. With emotional intelligence, leaders can build trust-based relationships. Employees tend to feel more valued and supported, so they are more motivated to give their best work.

4.2.2. Transactional Leadership on Job performance

According to the findings of the research, it was discovered that transactional leadership positively impacts job performance. This outcome indicates that as transactional leadership levels rise, job performance also improves. These findings coincide with a study carried out by Lee et al. (2023), which concluded that transactional leadership has a beneficial impact on job performance. Similarly, research conducted by Hutama et al. (2024) also confirmed that transactional leadership leads to improved job performance. Research conducted by Latief and Asniwati (2023) also found that leader emotional intelligence also affects job performance.

The results of this study explain that transactional leaders provide specific directions, set clear goals, and explain the expected performance standards. Employees have a good understanding of what they have to do and how success is measured, so they can work more focused and efficient. In addition, this approach encourages performance by rewarding achievement of targets and applying consequences for failure. This system motivates employees to meet expectations because they know that their efforts are directly rewarded.

Transactional leadership emphasises work discipline, individual responsibility and accountability. This structure creates order in the execution of tasks, ensuring that work is done according to organisational standards. The clarity of roles and expectations provided by transactional leaders reduces ambiguity in the workplace. With well-defined tasks, employees tend to experience less confusion, which ultimately increases productivity.

4.2.3. Perceived Organizational Support on Job Performance

The findings indicated that perceived support from the organization enhances job performance. This suggests that boosting the perception of organizational support can lead to improved job performance. The outcomes are consistent with a study carried out by Ramadhan (2021) that also demonstrated the positive impact of perceived organizational support on job performance. In line with this research, research conducted by Fetriah and Hermingsih (2023) also found that employees who believe they are valued and supported by their organization tend to perform better in their roles. Ridwan et al. (2020) also found that perceived organizational support has a positive effect on job performance.

The findings from this research demonstrate that perceived organisational support (POS) influences employees' perception of their value and well-being within the organisation. A strong POS fosters a positive and nurturing workplace atmosphere, leading to potential enhancements in employee productivity. When employees feel appreciated and backed by the organisation, they are more likely to exhibit higher levels of motivation and dedication in their work.

POS can also increase employees' commitment to the organisation, leading to increased effort and productivity. Knowing that the organisation cares about their well-being can help

employees feel more secure and reduce stress. A supportive work environment can also reduce conflict and tension among employees. This can lead to innovation and improved overall performance.

In a nurturing setting, employees are encouraged to step out of their comfort zones, collaborate, and think outside the box. This can foster innovation and enhance overall productivity. Employees are more inclined to take risks, share ideas, and unleash their creativity in a nurturing environment. Furthermore, Employees who feel appreciated and supported are likely to exhibit greater loyalty towards the company. Enhancing a positive organisational support can lower staff turnover and boost retention rates. Organizations can cultivate a positive and nurturing work atmosphere to enhance positive organisational support and enjoy the advantages of improved staff performance. By creating a positive and supportive work environment, organisations can increase POS and reap the benefits of better employee performance.

4.2.4. Leader Emotional Intelligence on Trust in Supervisor

The study results show that leader emotional intelligence positively impacts trust in supervisors. This implies that enhancing leader emotional intelligence can boost trust in supervisors. The findings of this study align with the research by Lee et al. (2022) which discovered a positive correlation between leader emotional intelligence and trust in supervisors. Similarly, a study by Lee et al. (2023) confirmed that leader emotional intelligence contributes to building trust in supervisors. Additionally, research by Bieńkowska (2023) supports the notion that leader emotional intelligence fosters trust in supervisors.

Leaders who possess high emotional intelligence are able to demonstrate a strong sense of self-awareness, as indicated by these findings. They understand their own emotions, their strengths and weaknesses, and how their actions affect others. This self-awareness allows them to act authentically and transparently, which builds trust from others. Furthermore, Empathy involves the capacity to comprehend and empathise with the emotions of those around us. An empathic leader can sense the perspective of team members, understand their needs, and respond appropriately. When team members feel heard and understood, they tend to trust their leaders more.

Leaders who exhibit high emotional intelligence are able to effectively handle their own emotions, particularly in challenging circumstances. They stay calm, think clearly and don't let negative emotions influence their decisions or interactions. This creates a sense of security and stability for the team, which increases trust. High emotional intelligence also involves strong social skills. Leaders with high emotional intelligence are good communicators, they can build positive relationships, and they are adept at resolving conflict constructively. All of these contribute to a cohesive and trusting team environment.

4.2.5. Transactional Leadership on Trust in Supervisor

The findings indicated that transactional leadership has a beneficial impact on supervisor's trust. This outcome suggests that enhancing transactional leadership leads to an increase in trust in supervisors. According to the study, Hutama et al. (2024) discovered that transactional leadership contributes positively to trust in supervisors. Consistent with this research, a study by Lee et al. (2023) similarly concluded that transactional leadership has a constructive influence on trust in leadership.

These results explain that clarity, consistency, and accountability in the relationship between leaders and subordinates. Here are the main reasons why transactional leadership can increase trust in superiors. Transactional leaders set clear goals, rules, and expectations. When leaders consistently deliver on their promises, such as rewarding according to

performance, employees tend to feel that leaders are trustworthy. This clarity creates a sense of fairness as every action is judged against transparent criteria.

Transactional leadership emphasises consistent application of rules and rewards/punishments. This consistency provides a sense of predictability, so subordinates feel confident that the leader will act fairly in any situation. Transactional leaders explicitly describe their roles and responsibilities, including the responsibility to deliver rewards or manage consequences. When leaders show that they are responsible for their actions, subordinates feel respected and trust the leader more.

In transactional leadership, rewards are given based on measurable work outcomes. Employees who receive rewards that match their contributions feel valued and believe that the leader is acting without bias. With clearly defined roles and responsibilities, transactional leaders help reduce uncertainty and potential conflict. A stable and organised work environment increases subordinates' confidence in the leader's ability to create a fair and comfortable working atmosphere.

4.2.6. Perceived Organizational Support on Trust in Supervisor

The findings of this investigation suggest that the perception of support from the organisation has a beneficial impact on the trust individuals have in their supervisors. These outcomes suggest that boosting the perceived support from the organisation will enhance trust in supervisors. The results of this study align with the findings of Lee et al. (2022), who also discovered a positive relationship between perceived organisational support and trust in supervisors. Consistent with this research, a study by Kulachai et al. (2023) also concluded that perceived organisational support positively influences trust in supervisors.

These results explain that when employees feel supported by the organisation, they feel more secure and stable in their roles. This sense of security extends to their relationship with their supervisor, as they believe that their supervisor is supported by the organisation and will act in their best interest. Supportive organisations tend to implement fair and consistent policies and procedures. This creates an environment where employees feel they are treated fairly by their employers, which increases trust.

When employees feel supported by the organisation, they tend to identify more with their employer and see themselves as part of the team. This identification increases mutual trust and co-operation. In addition, when the organisation shows support for the supervisor, whether through training, resources or recognition, employees see that their supervisor is valued and trusted by the organisation. This increases employees' confidence in their supervisor's abilities and integrity.

4.2.7. Trust in Supervisor on Job Performance

The findings of the research revealed that having faith in one's supervisors can lead to improved job performance. Strengthening trust in supervisors is expected to enhance job performance. This study's results are consistent with a similar study carried out by Lee et al. (2022), which also highlighted the positive impact of trust in supervisors on job performance. Similarly, Hutama et al. (2024) conducted research confirming that trust in supervisors can have a beneficial effect on job performance. Bieńkowska (2023) also conducted a study that demonstrated the positive influence of trust in supervisors on job performance.

These findings suggest that having trust in supervisors plays a crucial role in fostering positive and efficient work connections. Trusting their supervisors can lead employees to be more involved in their tasks, work well together, and perform at their best. Employees who have faith in their supervisors are often driven to put in extra effort and contribute towards team objectives. They believe that their superiors will support them, provide needed guidance,

and value their contributions. Trust also increases employees' commitment to the organisation and their work.

In addition, trust facilitates open communication between employees and supervisors. Employees feel comfortable to share ideas, concerns, and feedback with a supervisor they trust. This open communication allows for quick identification of problems, effective resolution of conflicts, and continuous improvement. Trust is the key to effective teamwork. When employees trust their superiors, they are more willing to co-operate, share information, and help each other. This has the potential to foster a constructive and cooperative atmosphere at work, resulting in improved efficiency and achievement.

4.2.8. Relationship of Leader Emotional Intelligence to Job Performance Mediated by Trust in Supervisor

The findings of this research indicate that trust in managers can act as a mediator between a leader's emotional intelligence and job performance. The study suggests that building trust in managers signifies their strong emotional intelligence, which in turn impacts employee performance. The outcomes of this research are consistent with a study by Lee et al. (2023), which revealed that trust in managers can serve as a mediator between leader emotional intelligence. Similarly, another study by Lee et al. (2022) also supported the idea that trust in managers can mediate the connection between leader emotional intelligence and job performance. Research conducted by Ridwan et al. (2020) also found that trust in supervisors play a critical role in moderating the impact of a leader's emotional intelligence on the performance of employees at work.

The results of this study explain that leaders with high EQ are able to create strong relationships with their team members through empathy, self-awareness, and good social skills. They show genuine concern for employee well-being, listen with empathy, and provide needed support. This builds trust and respect from employees towards their leaders.

When employees trust their superiors, they are more motivated to work hard, co-operate effectively and achieve team goals. They trust that their boss will provide fair guidance, support, and rewards. Trust also reduces stress and anxiety, which allows employees to focus on their work and deliver optimal performance. Supervisor trust plays a crucial role in connecting leader emotional intelligence to employee performance, acting as a mediator between the two. Strong emotional intelligence in a leader fosters trust which, in turn, enhances performance. Essentially, the trust built by leader emotional intelligence directly impacts employee performance.

4.2.9. Relationship between Transactional Leadership to Job Performance Mediated by Trust in Supervisor

The findings indicated that trust in supervisors acts as a mediator between transactional leadership and job performance. According to the study, enhancing employee trust in supervisors displaying a transactional leadership approach can enhance employee performance. The outcomes of this research align with a study conducted by Lee et al. (2023), which demonstrated the mediating role of trust in supervisors in the relationship between transactional leadership and job performance. Similarly, research by Hutama et al. (2024) also confirmed the mediating effect of trust in supervisors on the relationship between transactional leadership and job performance. Recent studies by Lee et al. (2022) indicated that trust in supervisors can act as a mediator in the relationship between transactional leadership and job performance. According to these findings, this type of leadership emphasises the give-and-take between leaders and their team members. Leaders establish clear objectives, offer detailed guidance, and anticipate subordinates to carry out their

responsibilities in return for incentives (such as bonuses or promotions) or consequences (such as reprimands or demotions).

Transactional leaders provide clarity of roles and responsibilities, as well as clear structure and direction. This creates a sense of security and predictability for subordinates, which can increase trust in superiors. Transactional leaders tend to apply fair and consistent rules and standards. Subordinates believe that they will be treated fairly based on their performance, which reinforces trust in the superior. By providing appropriate rewards and meeting the needs of subordinates, transactional leaders can build trust and a sense of reciprocity.

Based on this, trust in the superior motivates subordinates to work hard and achieve the set goals. They believe that their efforts will be rewarded and recognised by the superior. Trust facilitates effective co-operation between subordinates and superiors. Subordinates are more willing to follow directions and cooperate because they believe in the competence and goodwill of their superiors. Trust encourages open communication and honest feedback. Subordinates feel comfortable to share their ideas, concerns and suggestions with a superior they trust.

4.2.10. Relationship of Perceived Organisational Support to Job Performance Mediated by Trust in Supervisor

The findings revealed that trust in managers can act as a mediator for the impact of perceived support from the organisation on job effectiveness. These findings suggest that a high level of trust in managers is a result of the organisation's strong support for its employees, leading to enhanced employee performance. The outcomes of this research align with a study by Kulachai et al. (2023), which demonstrated that trust in supervisors can mediate the relationship between perceived organisational support and job performance. Similarly, a study by Lee et al. (2020) also concluded that trust in supervisors can mediate the link between perceived organisational support and job performance. Another study by Lee et al. (2022) further supported the idea that trust in supervisors plays a mediating role in the relationship between perceived organisational support and job performance.

The findings suggest that when employees receive support from their company, they are more likely to have confidence in their managers. They have faith that their leaders, who are viewed as the face of the organisation, will be fair, provide assistance, and treat them with respect. Positive organisational support fosters a safe and appreciated workplace, leading to employees placing trust in their superiors.

Trust in the supervisor motivates employees to work hard, contribute their maximum, and achieve the set goals. They are confident that their efforts will be appreciated and recognised by a supervisor they trust.

Trust in supervisors also facilitates open communication, effective teamwork, and initiative-taking, all of which contribute to improved performance. Supervisor trust plays a crucial role as a mediator, acting as the vital link between perceived organizational support and job performance. Perceived organizational support enhances trust in supervisors, which subsequently leads to improved performance. Essentially, the influence of perceived organizational support on employee performance is mediated by the trust established in the supervisor. Trust in the supervisor serves as the crucial factor that connects organizational support to job performance. POS creates a supportive environment, which increases employees' trust in their supervisors. This trust then drives better motivation, commitment and performance.

5. Conclusion

The purpose of this research was to examine how leader emotional intelligence, transactional leadership, and perceived organizational support impact job performance through trust in supervisors. The findings suggest that leader emotional intelligence, transactional leadership, and perceived organizational support all positively impact job performance and trust in supervisors. This highlights the significance of leader emotional intelligence, transactional leadership, and organizational support in enhancing job performance and fostering trust in supervisors. Furthermore, having faith in your supervisor can enhance job performance and serve as a link between leader emotional intelligence, transactional leadership, and perceived organisational support in improving job performance. This highlights the importance of trusting supervisors in connecting various leadership and organisational factors to better job performance.

This research model has weak explanatory power (R^2 = 0.636) and moderate predictive ability (Q^2 = 0.356) on job performance variables. The trust in the supervisor variable possesses limited explanatory power (R^2 = 0.553) and a significant predictive capacity (Q^2 = 0.429), indicating that leader emotional intelligence, transactional leadership, and perceived organizational support variables can effectively forecast job performance among Plaza Harco Mangga Dua employees in Jakarta. Thus, this research model can be further tested on a larger population but by adding variables to job performance.

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