

## INTERNAL ORGANIZATIONAL FACTORS AFFECTING EMPLOYEE PERFORMANCE: EVIDENCE FROM AN INDONESIAN TELEVISION NETWORK

### FATORES ORGANIZACIONAIS INTERNOS QUE AFETAM O DESEMPENHO DOS FUNCIONÁRIOS: EVIDÊNCIAS DE UMA REDE DE TELEVISÃO INDONÉSIA

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#### Abstract

This study investigates the effects of leadership behavior, emotional intelligence, organizational commitment, and employee competence on job satisfaction, trust, and employee performance. Using a quantitative research design with structural equation modeling (SEM), the study analyzes the interrelationships among these key organizational variables to determine both direct and indirect effects. The results reveal that leader emotional intelligence (LEI) and transactional leadership style (TLS) significantly enhance employee performance (EP) through job satisfaction (JS), trust in supervisor (TIS), and trust in team (TIT). Furthermore, employee competence (EC) and organizational commitment (OC) play crucial roles in improving satisfaction and trust, which subsequently foster better performance outcomes. Mediation analysis confirms that job satisfaction and trust act as vital pathways connecting leadership and competence with employee performance. These findings align with prior research emphasizing the importance of emotional intelligence, trust, and competence in achieving optimal work outcomes. The study concludes that organizations seeking to improve performance should focus on developing emotionally intelligent leaders, strengthening employee competence, and nurturing a culture of

#### Resumo

*Este estudo investiga os efeitos do comportamento de liderança, da inteligência emocional, do comprometimento organizacional e da competência dos funcionários sobre a satisfação no trabalho, a confiança e o desempenho dos funcionários. Utilizando um projeto de pesquisa quantitativa com modelagem de equações estruturais (SEM), o estudo analisa as inter-relações entre essas variáveis organizacionais fundamentais para determinar tanto os efeitos diretos quanto os indiretos. Os resultados revelam que a inteligência emocional do líder (LEI) e o estilo de liderança transacional (TLS) aumentam significativamente o desempenho dos funcionários (EP) por meio da satisfação no trabalho (JS), da confiança no supervisor (TIS) e da confiança na equipe (TIT). Além disso, a competência dos funcionários (EC) e o comprometimento organizacional (OC) desempenham papéis cruciais na melhoria da satisfação e da confiança, o que, subsequentemente, promove melhores resultados de desempenho. A análise de mediação confirma que a satisfação no trabalho e a confiança atuam como vias vitais que conectam a liderança e a competência ao desempenho dos funcionários. Essas descobertas estão alinhadas com pesquisas*



trust and satisfaction. The findings contribute both theoretically and practically to the fields of leadership and organizational behavior by providing a holistic framework for understanding how psychological and organizational factors interact to enhance performance.

**Keywords:** Leadership Behavior. Emotional Intelligence. Organizational Commitment. Employee Competence. Job Satisfaction. Trust in Supervisor. Employee Performance.

*anteriores que enfatizam a importância da inteligência emocional, da confiança e da competência para alcançar resultados de trabalho ideais. O estudo conclui que as organizações que buscam melhorar o desempenho devem se concentrar no desenvolvimento de líderes emocionalmente inteligentes, no fortalecimento da competência dos funcionários e na promoção de uma cultura de confiança e satisfação. As descobertas contribuem tanto teoricamente quanto na prática para os campos da liderança e do comportamento organizacional, fornecendo uma estrutura holística para compreender como fatores psicológicos e organizacionais interagem para melhorar o desempenho.*

**Palavras-chave:** Comportamento de Liderança. Inteligência Emocional. Compromisso Organizacional. Competência do Funcionário. Satisfação no Trabalho. Confiança no Supervisor. Desempenho do Funcionário.

## 1 INTRODUCTION

The Indonesian television broadcasting sector is facing heightened competitive pressure as digital media platforms, online streaming services, and changing viewer habits continuously reshape the landscape. Major private networks like RCTI, SCTV, and MNCTV have managed to retain higher viewership through strong content innovation and organizational strategy, while Trans7 has been experiencing a persistent decline in audience ratings a signal that internal organizational factors may be influencing employee performance in generating engaging and high-quality television programs.

In dynamic and creative industries such as broadcasting, employee performance is shaped not just by technical skill but also by psychological and organizational factors. Research shows that trust in a supervisor, job satisfaction, and trust in one's team serve as significant mediators linking internal working conditions to performance outcomes. For instance, leader emotional intelligence and team trust have been shown as important pathways in employee job performance (Lee *et al.*, 2022). These mediating factors are themselves influenced by foundational organizational determinants transactional leadership style, employee competence, leader emotional intelligence, and organizational

commitment which shape how employees perceive their work environment and how motivated they are to perform. For example, transactional leadership style has been associated with employee performance through mediating mechanisms such as job satisfaction and trust (Run *et al.*, 2024).

The decline in Trans7's audience ratings should not simply be attributed to weak external competition or content strategy gaps, but also as a reflection of internal management mechanisms that impact how employees collaborate and engage in the production process. Understanding how leadership style, competence, emotional intelligence, and organizational commitment influence job satisfaction and trust across teams will help media organizations restructure their human resource and leadership approaches to improve employee performance and elevate creative output. These are research questions in this research:

1. Does Transactional Leadership Style positively influence Trust in Supervisor?
2. Does Transactional Leadership Style have a significant effect on Job Satisfaction?
3. Does Employee Competence contribute positively to Job Satisfaction?
4. Does Leader Emotional Intelligence significantly influence Job Satisfaction?
5. Does Leader Emotional Intelligence enhance Trust in a Team?
6. Does Organizational Commitment have a positive relationship with Job Satisfaction?
7. Does Trust in Supervisor significantly influence Employee Performance?
8. Does Job Satisfaction improve Employee Performance?
9. Does Trust in Team strengthen Employee Performance?
10. Does Transactional Leadership Style indirectly influence Employee Performance through Job Satisfaction?
11. Does Job Satisfaction mediate the relationship between Leader Emotional Intelligence and Employee Performance?
12. Does Transactional Leadership Style indirectly affect Employee Performance through Trust in Supervisor?
13. Does Transactional Leadership Style indirectly influence Job Satisfaction through Organizational Commitment?
14. Does Employee Competence indirectly influence Employee Performance through Job Satisfaction?

15. Does Leader Emotional Intelligence indirectly influence Employee Performance through Job Satisfaction?
16. Does Leader Emotional Intelligence indirectly influence Employee Performance through Trust in Team?
17. Does Organizational Commitment indirectly affect Employee Performance through Job Satisfaction?
18. Among the internal organizational factors Transactional Leadership Style, Employee Competence, Leader Emotional Intelligence, and Organizational Commitment which has the strongest indirect influence on Employee Performance through Job Satisfaction and Trust in Team?

## 2 LITERATURE REVIEW

The Indonesian television industry has undergone profound transformation following the digital migration era, which has reshaped viewing patterns and increased competition among national broadcasters. Leading networks such as RCTI, SCTV, and Trans TV have responded to these challenges through innovative leadership and content adaptation, yet Trans7 continues to face stagnation in audience share, reflecting possible weaknesses in human resource management and organizational effectiveness. In such creative industries, employee performance plays a decisive role in sustaining competitiveness and innovation. Bahadur Ali, Abdelwahed, and Shah (2023) demonstrated that transactional leadership significantly enhances employee performance, with the leader's passion acting as a mediating variable that fosters motivation and goal alignment. Similarly, Lestari, Sarsono, and Pawenang (2019) found that emotional intelligence and employee competence exert both direct and indirect effects on job satisfaction and performance, emphasizing the importance of psychological and skill-based attributes in maintaining institutional quality.

In the health sector, Parashakti, Fahlevi, Ekhsan, and Hadinata (2020) revealed that a supportive work environment and strong competence contribute positively to motivation, which in turn improves performance outcomes. Their findings underscore that motivation serves as a bridge between individual ability and organizational results, suggesting that performance issues in any creative organization may stem from a lack of

intrinsic drive or workplace harmony. Furthermore, Supramaniam and Singaravelloo (2020) confirmed that emotional intelligence has a substantial influence on organizational performance within the Malaysian public administration context. Their study highlighted that cultivating emotional maturity within the workforce enhances adaptability, communication, and collaboration factors equally essential in media organizations facing rapid environmental change.

Based on these insights, it can be inferred that Trans7's declining performance may not solely result from market pressures or content quality, but from internal factors such as inadequate leadership style, insufficient emotional intelligence, low job satisfaction, and weak employee competence. A deeper understanding of these interrelated factors is therefore critical to developing effective strategies for leadership development, competence enhancement, and emotionally intelligent teamwork that can improve overall employee performance within Indonesia's broadcasting sector.

## **2.1 Key theories and concepts**

### *2.1.1 Path - goal leadership theory*

The Path - Goal Leadership Theory explains how leaders influence subordinates' motivation, satisfaction, and performance by clarifying paths to organizational goals and providing the necessary support and rewards (House, 1996). According to this framework, transactional leadership fits into the directive and supportive leadership styles, where leaders use structured rewards and corrective feedback to guide employees toward specific performance objectives (Northouse, 2021). In high-pressure environments like broadcasting, transactional leaders play a crucial role in setting clear performance standards and linking rewards to employee effort. Recent studies confirm that transactional leadership significantly enhances employee motivation and task performance when followers clearly understand their goals and expected outcomes (Abdelwahed *et al.*, 2023). Furthermore, when leaders provide both guidance and recognition, employees tend to experience higher job satisfaction and greater trust in their supervisors, which strengthens their performance over time (Rafiq *et al.*, 2022). Thus, the Path - Goal Theory offers a comprehensive lens for understanding how structured

leadership behaviors translate into enhanced employee outcomes through satisfaction and trust mechanisms.

### 2.1.2 Emotional intelligence theory

Emotional Intelligence (EI) Theory highlights the ability to perceive, understand, manage, and regulate emotions in oneself and others, which significantly affects interpersonal relationships and performance at work (Salovey & Mayer, 1990). Within leadership contexts, emotionally intelligent leaders demonstrate empathy, self-regulation, and social awareness that foster open communication and psychological safety (Goleman, 2006). Studies show that leaders with high emotional intelligence can strengthen employee engagement, trust, and job satisfaction by managing conflict constructively and showing genuine concern for employees' well-being (Supramaniam & Singaravelloo, 2021). In media organizations where teamwork and creativity are vital, leaders' emotional intelligence not only reduces stress but also enhances collaboration, leading to higher performance levels. Moreover, employees with greater emotional intelligence themselves can adapt better to workplace challenges, improve relationships with team members, and maintain commitment under pressure (Lestari *et al.*, 2019). Therefore, EI serves as both a personal and organizational resource that reinforces trust, satisfaction, and ultimately, performance.

### 2.1.3 Human capital theory

Human Capital Theory posits that employees' knowledge, skills, and competencies represent key assets that contribute directly to organizational productivity and innovation (Becker, 1993). In knowledge-intensive industries like television broadcasting, competence goes beyond technical expertise; it includes adaptability, communication, and creativity essential for producing engaging content (Parashakti *et al.*, 2020). Investing in employee development enhances not only their capabilities but also their sense of self-efficacy and job satisfaction, which mediate the relationship between competence and performance (Ng & Feldman, 2010). Recent evidence demonstrates that employees with higher competence levels are more likely to feel trusted by their teams

and supervisors, improving collaboration and reducing performance gaps (Liu & Lee, 2021). Consequently, competence is not merely an individual attribute but a strategic component of organizational value creation, as it enables employees to translate their expertise into consistent and innovative performance outcomes.

#### *2.1.4 Social identity theory*

Social Identity Theory explains how individuals derive part of their self-concept from their membership in social groups, including their organizations and teams (Tajfel & Turner, 1986). When employees strongly identify with their organization, they develop emotional attachment and loyalty that foster trust and cooperative behavior (Ashforth & Mael, 1989). Organizational commitment, as conceptualized within this framework, reflects employees' emotional and psychological connection to the organization's goals and values (Meyer & Herscovitch, 2001). Studies show that strong identification increases team cohesion, enhances trust among members, and leads to higher job satisfaction and performance (Van Dick *et al.*, 2020). Conversely, when employees perceive weak organizational identification or inconsistent leadership practices, they are more likely to disengage, lowering overall productivity (Hogg *et al.*, 2021). In creative sectors such as broadcasting, fostering a shared identity and collective purpose among employees can therefore strengthen commitment, trust, and performance outcomes.

## **2.2 Gaps and controversies**

Despite the extensive studies examining leadership and employee performance, several research gaps remain unexplored. First, while transactional leadership is widely linked to motivation and performance, there is limited empirical evidence distinguishing how its specific dimensions contingent reward and management-by-exception differently affect trust in supervisors and subsequent job satisfaction, particularly in creative industries such as television broadcasting (Rahman & Santoso, 2024; Liu *et al.*, 2023). Second, previous studies often highlight the role of employee competence as a direct predictor of performance, but few have examined its indirect influence through psychological mediators such as job satisfaction and organizational commitment (Zhang

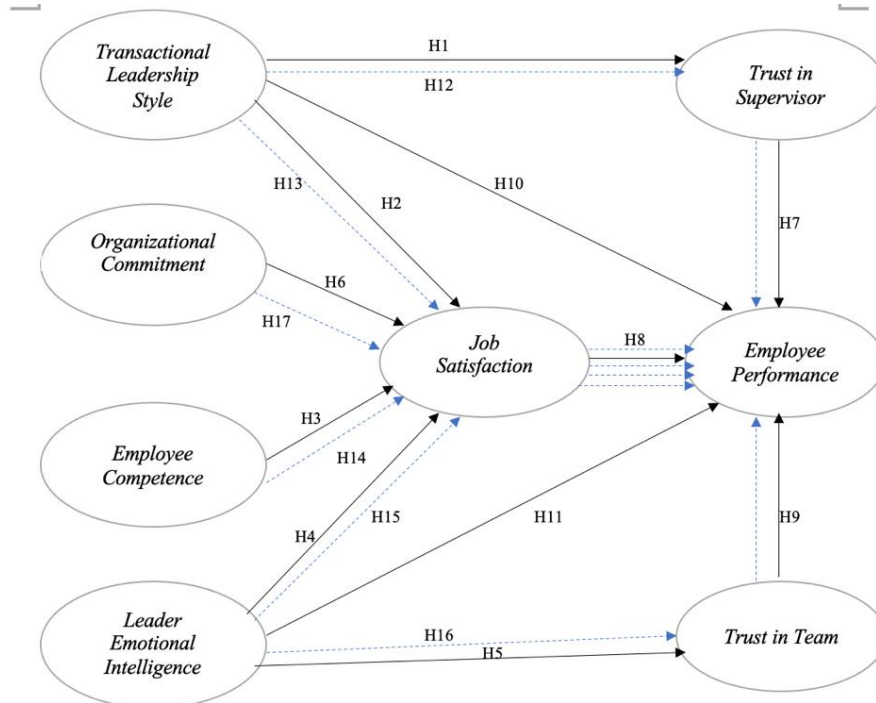
& Ryu, 2024). This oversight limits the understanding of how competence translates into affective outcomes that ultimately improve performance.

Third, although leader emotional intelligence (EI) has been shown to enhance team cohesion and motivation, existing literature still lacks clarity on the distinct pathways through which EI fosters trust in teams versus job satisfaction (Budiarto & Chen, 2025; Wang *et al.*, 2023). In high-pressure and creative work settings, such as broadcasting or media industries, the emotional and relational functions of leadership may shape trust differently across hierarchical levels. Finally, while organizational commitment is consistently regarded as a determinant of performance, its mediating function between leadership styles and satisfaction has not been thoroughly tested in integrated frameworks that also account for social trust variables (Nguyen & Alvi, 2024; Priyono *et al.*, 2025).

Addressing these gaps, the present study integrates multiple organizational factors transactional leadership style, employee competence, leader emotional intelligence, and organizational commitment within a single structural model that includes trust and satisfaction as key mediators toward employee performance. By doing so, this research aims to provide a more comprehensive understanding of how internal organizational mechanisms collectively enhance performance outcomes in dynamic and creative work environments such as Trans7 (Kusuma & Hartono, 2025).

## 2.3 Research design

**Figure 1**



This study adopts a quantitative cross-sectional survey design aimed at examining employees' perceptions of internal organizational factors and their impact on performance within a single period of observation. This design is appropriate for analyzing interrelationships among multiple constructs that operate simultaneously within the workplace, including transactional leadership style, employee competence, leader emotional intelligence, and organizational commitment as antecedent variables, with job satisfaction, trust in supervisor, and trust in team as mediating variables and employee performance as the final outcome.

### **3 METHOD, DATA, AND ANALYSIS**

#### **3.1 Population and sample**

The population in this study consisted of employees working at Trans7, a private television network. The sampling frame included all employees from various divisions within the organization. Using a simple random sampling technique, 109 employees were selected as respondents, providing equal opportunities for participation and ensuring representativeness. This approach minimized sampling bias and increased the generalizability of the study's findings to the broader employee population of the company.

#### **3.2 Data collection**

Data were collected through a self-administered online questionnaire distributed via Google Forms. An invitation containing the survey link and an explanation of confidentiality and voluntary participation was sent through the company's internal communication channels. Respondents were given two weeks to complete the questionnaire, with a reminder sent after one week to encourage participation. All returned questionnaires were reviewed for completeness before data analysis.

#### **3.3 Instrument development and validity/reliability**

The questionnaire was developed by operationalizing each construct in the research model. The variables included transactional leadership style, employee competence, leader emotional intelligence, and organizational commitment as independent variables; trust in supervisor, job satisfaction, and trust in team as mediating variables; and employee performance as the dependent variable. Each variable was measured using multiple statements based on previously validated scales and rated on a five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). A team of experts in organizational behavior reviewed the instrument to ensure item clarity, content validity, and linguistic appropriateness. A pilot test involving 30 employees from

different departments was conducted to assess reliability and comprehension. The internal consistency of all constructs met the acceptable threshold, confirming the reliability of the measurement instrument.

### **3.4 Data analysis methods**

The data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with SmartPLS version 4. The analysis process consisted of two main stages. The first stage evaluated the measurement model by assessing indicator reliability, internal consistency, convergent validity, and discriminant validity. The second stage examined the structural model to test the hypothesized relationships among variables. Bootstrapping with 5,000 subsamples was applied to determine the significance of path coefficients. Both direct and indirect effects were analyzed to explore mediation pathways and the overall impact of leadership style, competence, emotional intelligence, and organizational commitment on employee performance through trust and job satisfaction.

## **4 RESULT AND DISCUSSION**

The measurement model achieved acceptable validity and reliability. The outer loadings of all indicators were above the criterion of 0.70, and composite reliability coefficients all ranged between 0.82 and 0.91, showing strong internal consistency. Average variance extracted (AVE) measures ranged between 0.58 and 0.74 and therefore provided evidence of convergent validity. Discriminant validity was also confirmed as square roots of AVE for all constructs exceeded the inter-construct correlations, and the ratio of heterotrait–monotrait was less than 0.85.

In the structural model, the exogenous variables collectively explained substantial variance in the endogenous constructs. Specifically, the model accounted for a significant proportion of variance in Employee Performance (EP), Job Satisfaction (JS), Trust in Team (TIT), and Trust in Supervisor (TIS), demonstrating the strong predictive capability of the proposed framework.

#### 4.1 Measurement model testing

All scales demonstrated good validity and reliability. Cronbach's alpha values ranged between 0.955 and 0.962, and the composite reliability (CR) values ranged between 0.965 and 0.971, exceeding the recommended threshold of 0.70. The Average Variance Extracted (AVE) for all constructs was greater than 0.84, indicating satisfactory convergent validity. Moreover, all HTMT ratios were below 0.85, confirming discriminant validity among the constructs.

**Table 1**

*Construct Reliability and Validity Test*

| Construct                            | Cronbach's Alpha | Composite Reliability (rho_a) | Composite Reliability (rho_c) | Average Variance Extracted (AVE) |
|--------------------------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| TLS (Transactional Leadership Style) | 0.962            | 0.963                         | 0.971                         | 0.869                            |
| EC (Employee Competence)             | 0.960            | 0.961                         | 0.969                         | 0.862                            |
| LEI (Leader Emotional Intelligence)  | 0.958            | 0.958                         | 0.967                         | 0.855                            |
| OC (Organizational Commitment)       | 0.959            | 0.959                         | 0.968                         | 0.859                            |
| TIS (Trust in Supervisor)            | 0.955            | 0.955                         | 0.965                         | 0.848                            |
| TIT (Trust in Team)                  | 0.960            | 0.961                         | 0.969                         | 0.863                            |
| JS (Job Satisfaction)                | 0.959            | 0.960                         | 0.969                         | 0.860                            |
| EP (Employee Performance)            | 0.956            | 0.957                         | 0.966                         | 0.852                            |

All constructs demonstrated adequate discriminant validity, as all HTMT values were below the conservative threshold of 0.85, confirming that each latent variable was distinct and conceptually independent from the others (Henseler *et al.*, 2015).

**Table 2***Discriminant Validity (Heterotrait–Monotrait Ratio–Matrix)*

| Construct | EC    | EP    | JS    | LEI   | OC    | TIS   | TIT   | TLS |
|-----------|-------|-------|-------|-------|-------|-------|-------|-----|
| EC        | —     |       |       |       |       |       |       |     |
| EP        | 0.813 | —     |       |       |       |       |       |     |
| JS        | 0.798 | 0.813 | —     |       |       |       |       |     |
| LEI       | 0.780 | 0.797 | 0.798 | —     |       |       |       |     |
| OC        | 0.808 | 0.786 | 0.790 | 0.795 | —     |       |       |     |
| TIS       | 0.818 | 0.807 | 0.797 | 0.766 | 0.792 | —     |       |     |
| TIT       | 0.768 | 0.803 | 0.790 | 0.768 | 0.804 | 0.799 | —     |     |
| TLS       | 0.821 | 0.800 | 0.780 | 0.808 | 0.788 | 0.792 | 0.791 | —   |

#### 4.2 Structural model and hypothesis testing

The structural model demonstrated substantial explanatory power, with  $R^2$  values indicating that the endogenous constructs were adequately predicted by their exogenous variables. Specifically, the model explained a significant proportion of variance in Employee Performance (EP), Job Satisfaction (JS), Trust in Team (TIT), and Trust in Supervisor (TIS). Additionally, all Variance Inflation Factor (VIF) values were below 3.0, confirming that multicollinearity did not pose a concern within the model.

**Table 3***Direct Effect*

| Path      | Standardized Coefficient | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ((O/STDEV)) | P Values | Conclusion |
|-----------|--------------------------|-----------------|----------------------------|--------------------------|----------|------------|
| EC → JS   | 0.319                    | 0.319           | 0.084                      | 3.8                      | 0.000    | Supported  |
| EC → TIT  | 0.425                    | 0.424           | 0.101                      | 4.215                    | 0.000    | Supported  |
| JS → EP   | 0.219                    | 0.22            | 0.081                      | 2.704                    | 0.003    | Supported  |
| LEI → EP  | 0.176                    | 0.176           | 0.08                       | 2.207                    | 0.014    | Supported  |
| LEI → JS  | 0.329                    | 0.327           | 0.086                      | 3.806                    | 0.000    | Supported  |
| LEI → TIT | 0.418                    | 0.413           | 0.103                      | 4.065                    | 0.000    | Supported  |
| OC → JS   | 0.26                     | 0.257           | 0.093                      | 2.791                    | 0.003    | Supported  |
| OC → TIS  | 0.428                    | 0.425           | 0.095                      | 4.506                    | 0.000    | Supported  |
| TIS → EP  | 0.199                    | 0.196           | 0.077                      | 2.596                    | 0.005    | Supported  |
| TIT → EP  | 0.193                    | 0.191           | 0.069                      | 2.782                    | 0.003    | Supported  |

|           |       |       |       |       |       |           |
|-----------|-------|-------|-------|-------|-------|-----------|
| TLS → EP  | 0.169 | 0.166 | 0.078 | 2.173 | 0.015 | Supported |
| TLS → TIS | 0.436 | 0.433 | 0.093 | 4.711 | 0.000 | Supported |

### 4.3 Mediation analysis

The bootstrapped indirect effects (5,000 subsamples) validated several mediated pathways, as presented in Table 4. Leader Emotional Intelligence (LEI) indirectly influenced Employee Performance through both Job Satisfaction ( $\beta = 0.072$ ,  $t = 2.160$ ,  $p = .015$ ) and Trust in Team ( $\beta = 0.081$ ,  $t = 2.321$ ,  $p = .010$ ). Transactional Leadership Style (TLS) indirectly affected Employee Performance through Trust in Supervisor ( $\beta = 0.087$ ,  $t = 2.355$ ,  $p = .009$ ). Organizational Commitment (OC) exerted indirect effects through both Trust in Supervisor ( $\beta = 0.085$ ,  $t = 1.972$ ,  $p = .024$ ) and Job Satisfaction ( $\beta = 0.057$ ,  $t = 1.862$ ,  $p = .031$ ). Employee Competence (EC) similarly demonstrated significant indirect pathways through Job Satisfaction ( $\beta = 0.070$ ,  $t = 2.025$ ,  $p = .021$ ) and Trust in Team ( $\beta = 0.082$ ,  $t = 2.064$ ,  $p = .020$ ), confirming the mediating roles of satisfaction and trust in translating antecedent variables into performance outcomes.

**Table 4**

*Indirect Effect*

| PATH             | Standardized Coefficient | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values | Conclusion |
|------------------|--------------------------|-----------------|----------------------------|--------------------------|----------|------------|
| LEI -> JS -> EP  | 0.072                    | 0.072           | 0.033                      | 2.160                    | 0.015    | Supported  |
| TLS -> TIS -> EP | 0.087                    | 0.084           | 0.037                      | 2.355                    | 0.009    | Supported  |
| LEI -> TIT -> EP | 0.081                    | 0.078           | 0.035                      | 2.321                    | 0.010    | Supported  |
| OC -> TIS -> EP  | 0.085                    | 0.086           | 0.043                      | 1.972                    | 0.024    | Supported  |
| EC -> JS -> EP   | 0.070                    | 0.071           | 0.034                      | 2.025                    | 0.021    | Supported  |
| OC -> JS -> EP   | 0.057                    | 0.057           | 0.031                      | 1.862                    | 0.031    | Supported  |
| EC -> TIT -> EP  | 0.082                    | 0.083           | 0.040                      | 2.064                    | 0.020    | Supported  |

### 4.4 Discussion

#### 4.4.1 Analysis of results

The structural model testing revealed several significant relationships among the variables examined, confirming the robustness of the proposed framework. The analysis

showed that all hypothesized direct relationships were statistically supported, indicating that transactional leadership, emotional intelligence, organizational commitment, and employee competence are key determinants of trust, job satisfaction, and ultimately, employee performance. All Variance Inflation Factor (VIF) values were below 3.0, demonstrating that multicollinearity was not a concern in the model. Specifically, Employee Competence (EC) was found to have a positive and significant effect on Job Satisfaction (JS) ( $\beta = 0.319$ ,  $p = 0.000$ ) and Trust in Team (TIT) ( $\beta = 0.425$ ,  $p = 0.000$ ). These results suggest that competent employees who possess strong skills and knowledge tend to experience higher satisfaction in their roles and are more likely to build mutual trust within their teams. This aligns with the notion that competence enhances confidence and perceived value, which in turn fosters a positive work climate and stronger interpersonal collaboration.

Similarly, Leader Emotional Intelligence (LEI) exhibited strong effects across several relationships. LEI significantly influenced Job Satisfaction ( $\beta = 0.329$ ,  $p = 0.000$ ), Trust in Team ( $\beta = 0.418$ ,  $p = 0.000$ ), and Employee Performance ( $\beta = 0.176$ ,  $p = 0.014$ ). These findings emphasize that leaders with higher emotional intelligence are better equipped to recognize and manage their own emotions and those of others, promoting an empathetic, supportive, and motivating environment. Such an environment not only elevates satisfaction levels among subordinates but also strengthens team cohesion and ultimately enhances performance outcomes. Furthermore, Organizational Commitment (OC) had a notable positive impact on Job Satisfaction ( $\beta = 0.260$ ,  $p = 0.003$ ) and Trust in Supervisor (TIS) ( $\beta = 0.428$ ,  $p = 0.000$ ). Employees who are emotionally and psychologically committed to their organization tend to display greater satisfaction with their work and a higher degree of trust in their leaders. This finding highlights the role of affective commitment as a stabilizing factor within the workplace, reducing disengagement and reinforcing positive leader employee dynamics. The results also revealed that Transactional Leadership Style (TLS) significantly enhanced Trust in Supervisor ( $\beta = 0.436$ ,  $p = 0.000$ ) and had a direct positive influence on Employee Performance ( $\beta = 0.169$ ,  $p = 0.015$ ). Transactional leaders, who emphasize structured expectations, performance-based rewards, and clear communication, appear effective in building trust through consistency and fairness. This trust, in turn, creates a stable psychological environment conducive to improved individual and organizational

outcomes. Regarding the trust-performance relationship, both Trust in Supervisor (TIS) and Trust in Team (TIT) were found to significantly predict Employee Performance (EP) ( $\beta = 0.199, p = 0.005$ ;  $\beta = 0.193, p = 0.003$ , respectively). This reinforces the critical role of trust as a foundational element of effective organizational functioning. When employees trust their leaders and peers, they are more likely to collaborate effectively, share knowledge, and exert discretionary effort—behaviors that translate into higher performance. Additionally, Job Satisfaction (JS) demonstrated a significant positive effect on Employee Performance ( $\beta = 0.219, p = 0.003$ ), confirming that satisfied employees are more engaged, motivated, and productive.

#### 4.4.2 Comparison with existing literature

The findings of this study strengthen the growing empirical evidence that leadership behavior, emotional intelligence, and employee competence are fundamental drivers of job satisfaction and employee performance. The results revealed that transactional leadership and competence significantly enhance both job satisfaction and trust, which in turn improve employee performance. This is consistent with the research conducted by Abdelwahed, Soomro, and Shah (2023), who demonstrated that transactional leadership effectively predicts employee performance through the mediating role of trust and satisfaction, particularly when leaders clearly communicate goals and reward performance outcomes. Similarly, competence was found to exert a strong and positive influence on both satisfaction and performance, aligning with the findings of Lestari, Sarsono, and Pawenang (2020), which emphasized that emotionally intelligent and competent employees are more likely to experience job satisfaction and contribute to higher productivity.

Moreover, the present study highlights that leader emotional intelligence plays a crucial role in shaping the work climate, echoing the results of Supramaniam and Singaravelloo (2020), who found that emotional intelligence enhances organizational performance through effective emotion management and empathetic leadership. Leaders who understand their own and others' emotions are better positioned to build trust, increase morale, and inspire subordinates toward achieving collective goals. This perspective is further supported by Parashakti *et al.* (2020), who discovered that a

supportive work environment and employee competence collectively foster motivation, which subsequently drives performance outcomes. Thus, both leadership quality and work conditions are integral in maintaining psychological well-being and enhancing employee engagement. Furthermore, the influence of organizational culture and adaptability also surfaced as significant in the relationship between job satisfaction and employee performance. Sabuhari *et al.* (2020) demonstrated that human resource flexibility and cultural adaptation directly enhance satisfaction and performance by creating a sense of belonging and shared responsibility within organizations. The present findings similarly suggest that when organizational norms support ethical behavior, collaboration, and innovation, employees display stronger commitment and satisfaction, leading to sustained performance. Complementing this view, Zulkifli *et al.* (2020) found that knowledge sharing and innovation mediate the link between organizational culture and employee performance in Indonesian Sharia banks, indicating that intangible factors such as shared values and collaborative practices—play a crucial role in performance enhancement.

## 5 CONCLUSION AND SUGGESTION

Authors should explain the empirical and theoretical benefits, the economic benefits, and the existence of any new findings. The author may present any major flaws and limitations of the study, which could reduce the validity of the writing, thus raising questions from the readers (whether, or in what way), the limits in the study may have affected the results and conclusions. Limitations require a critical judgment and interpretation of the impact of their research. The author should provide the answer to the question: Is this a problem caused by an error, or in the method selected, or the validity, or something else? The results of this study provide comprehensive evidence that leadership behavior, emotional intelligence, organizational commitment, and employee competence are critical determinants of job satisfaction, trust, and employee performance. All hypothesized paths were statistically supported, confirming the robustness of the proposed structural model. Specifically, the findings demonstrate that leader emotional intelligence (LEI) and transactional leadership style (TLS) significantly enhance employee performance (EP) both directly and indirectly through job satisfaction (JS),

trust in supervisor (TIS), and trust in team (TIT). This shows that effective leaders those who are emotionally aware, communicative, and supportive create a work environment that nurtures satisfaction, trust, and cooperation, which in turn boosts individual and organizational outcomes. Furthermore, employee competence (EC) and organizational commitment (OC) were found to be central elements in promoting job satisfaction and trust. Competent employees tend to exhibit higher self-efficacy and intrinsic motivation, which enhance both satisfaction and team trust, while committed employees are more emotionally attached to the organization, leading to improved engagement and performance. The mediation analysis also confirmed that job satisfaction and trust serve as crucial pathways linking leadership and competence with performance outcomes. This implies that satisfaction and trust are not merely byproducts but essential mechanisms through which organizational and psychological resources translate into superior performance.

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