

Mediation of Trust in Leaders in the Influence of Work Culture and Transformational Leadership on Human Resources Performance (An Empirical Study at the Jasa Raharja Office in the West Sumatra Region)

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Abstract. *This study aims to examine the influence of work culture, trust in leaders, and transformational leadership on human resource (HR) performance at Jasa Raharja, West Sumatra. The study employed explanatory research, with the entire HR population of 66 people as a sample, using a census sampling technique as recommended by Hair (2021). Data were collected through a closed-ended questionnaire with a Likert scale of 1–5, ranging from Strongly Disagree to Strongly Agree. Data analysis was performed using the Partial Least Squares (PLS) method. The results of the study indicate that work culture has a positive and significant effect on human resource performance and trust in leaders. Transformational leadership also has a positive and significant effect on human resource performance and trust in leaders. Furthermore, trust in leaders has been shown to have a positive and significant effect on human resource performance. These findings emphasize the importance of a strong work culture, transformational leadership, and trust in leaders in improving human resource performance at Jasa Raharja West Sumatra.*

Keywords: *Human Resource Performance; Trust in Leader; Transformational Leadership; Work Culture.*

1. Introduction

In an increasingly dynamic business environment, human resource (HR) performance is a key factor in determining an organization's success. Jasa Raharja, as a social insurance company, faces the challenge of ensuring its employees perform optimally to provide the best service to the public. The rise of insurance in society demonstrates a growing awareness of the importance of financial protection, particularly in addressing the risk of accidents and unforeseen events. However, the challenge remains a lack of public understanding of social insurance benefits and applicable claims procedures. This requires Jasa Raharja to

continuously improve the quality of its services and the effectiveness of its employees to provide fast, accurate, and transparent service to the public.

Jasa Raharja, as a social insurance provider, must ensure that all elements within the organization are well-coordinated and perform optimally in carrying out their duties. One key aspect of human resource management is employee performance, and the management department responsible for this is known as performance management (Kadarisman, 2012). Management literature reveals various concepts of performance, including In general, it refers to the results (achievements or performance) of work achieved by a person or group of people in an organization (company) based on a certain time unit or measurement (Hidayani, 2016). This understanding contains a broad interpretation, especially in terms of the approach and scope of the study as well as the use of criteria or indicators to determine work achievement or performance.

Human resource performance is broadly influenced by individual and situational factors, while the situational factor in performance theory is organizational culture (Evangeline, 2021). A strong culture can spur an organization toward greater development (Choi, 2020). Therefore, understanding how work culture can contribute to human resource performance requires further study.

A strong work culture reflects the values, norms, and behaviors embraced by an organization and creates an environment that encourages employee productivity and loyalty (Assoratgoon & Kantabutra, 2023). A positive work culture not only creates a conducive work atmosphere but also provides clear direction regarding the ethical standards, discipline, and work patterns expected of each individual within the organization (Olejarski et al., 2019). When organizational values are well-ingrained, employees will feel more emotionally connected to the company, thereby increasing their commitment and dedication to their work (Rahmadani Lubis & Hanum, 2020). Furthermore, a strong work culture also helps organizations adapt to change, because employees who feel comfortable and appreciated in the workplace tend to be more open to innovation and development (Evangeline, 2021).

There are conflicting findings in research regarding the influence of work culture on employee performance. A study by Syafrina Putri et al., 2023, found that work culture has a positive but insignificant effect on employee performance. This indicates that while a positive work culture can contribute to improved performance, other factors may play a more dominant role in determining employee outcomes. Conversely, research by Evangeline, 2021; Widarko & Anwarodin, 2022, found that work culture has a significant positive effect on employee performance, both partially and simultaneously. These findings confirm that improving work culture will have a direct impact on employee performance. These differences in results may be caused by various factors, such as the organizational context, measurement methods, respondent characteristics, or other unidentified variables. Therefore, further research is needed to understand the conditions that moderate or mediate the relationship between work culture and employee performance.

Leaders who are trusted by their employees are able to build effective communication, provide clear direction, and demonstrate empathy and concern for employee well-being (Kleynhans et al., 2022a). This trust plays a crucial role in increasing work motivation, as employees are more likely to believe that their leaders' decisions are based on the common good, not just the interests of a particular individual or group (Scandura & Pellegrini, 2008). Furthermore, trust in leaders also creates a sense of security within the organization, where employees feel supported in carrying out their duties and are not afraid to express their opinions, ideas, or concerns (Legood et al., 2021a).

When employees trust their leaders, they are more motivated to perform optimally and contribute more to company goals (Legood et al., 2021a). They feel valued and have a meaningful role in the organization, thus encouraging them to deliver better work results. Furthermore, trust in leaders also plays a role in increasing job satisfaction and reducing employee turnover rates, as employees perceive a positive working relationship with their superiors and a work environment that supports personal growth and development (Legood et al., 2021a). Thus, the combination of a strong work culture and high levels of trust in leaders will provide a solid foundation for improving performance.

Human resources and achieving sustainable organizational success. Ghayas et al. (2022) cautioned against the lack of research and suggested conducting research on trust in executives as a moderating variable. Considering these recommendations and discussions, this study focuses on senior management due to the limited research on leadership styles and other factors.

Transformational leaders motivate employees in specific ways. According to (Subhaktiyasa et al., 2023), Bass developed four key elements that constitute transformational leadership: providing a moral example, conveying a clear vision, providing individual attention, and demonstrating charisma. Research also shows that more experienced leaders tend to make decisions based on ethical principles or consensus, suggesting that the longer a person's work experience, the greater their confidence in themselves and their team (MN Islam et al., 2021a). The way leaders interact with and influence employees can also increase respect and trust in the workplace. Furthermore, when employees perceive that the leadership implemented aligns with their expectations, this can increase morale and build better relationships between superiors and subordinates (Cao & Le, 2024).

Trust in leaders arises from the daily interactions between employees and their superiors (Lee et al., 2024). If employees feel their leaders are trustworthy, working relationships become stronger and have a positive impact on their performance (Kleynhans et al., 2022b). Transformational leaders not only provide direction but also care about employee well-being, inspire them with a clear vision, and set a good moral example (Saira et al., 2021). This way, employees feel valued, treated fairly, and develop greater trust in their leaders. This leadership style helps create a trusting work environment and encourages employees to be more committed to organizational goals.

2. Research Methods

The type of research used in this study is explanatory research, which is associative in nature, aiming to determine the relationship between two or more variables (Sugiyono, 2012). This study aims to explain and test hypotheses with the aim of confirming or strengthening the hypotheses, with the hope that this will ultimately strengthen the theory used as a basis. In this case, the study examines the influence of work culture, trust in leaders, transformational leadership, and HR performance.

3. Results and Discussion

3.1. Descriptive Analysis of Research Data

Descriptive analysis is a statistical analysis technique used to describe and summarize the basic characteristics of collected data. Its primary purpose is to provide an initial overview of patterns or trends in the data, allowing for a better understanding of its distribution and characteristics before engaging in more complex analysis.

The variable descriptions are grouped into 3 categories, namely: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with score = 3.67 – 5.00. The complete variable descriptions are shown in table .

3.2.1. Evaluation of Measurement Model (Outer Model)

Evaluation of the measurement model (outer model) is the basic evaluation conducted in PLS analysis. The purpose of this evaluation is to determine the validity and reliability of the indicators that measure the latent variables. Validity criteria are measured using convergent and discriminant validity, while the Construct reliability is measured by composite reliability, Average Variance Extracted (AVE), and Cronbach Alpha.

Heterotrait-Monotrait Ratio (HTMT) Test Results

Validity testing using the Heterotrait-monotrait ratio (HTMT) criterion was conducted by examining the HTMT matrix. The accepted HTMT criterion was below 0.9, indicating that the discriminant validity evaluation was acceptable.

Table Reliability Test Results

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Work culture	0.892	0.917	0.647
Leadership transformational	0.774	0.854	0.594
HR Performance	0.782	0.859	0.605
Trust in Leader	0.721	0.844	0.643

Source: Researcher data processing (2025)

Table shows that the reliability test results for each construct can be said to be good. This is evidenced by the AVE value of each construct > 0.5, the composite reliability and Cronbach alpha values of each construct > 0.7. Referring to Chin's opinion in Ghazali (2011), the results of the composite reliability of each construct can be used in the analysis process to show whether there is a relationship between each construct, because the results obtained

have a value > 0.70 , from the results above all variables have a composite reliability value > 0.7 , meaning they have a good reliability value and can be used for further research processes. Reliability shows that the indicators used in real research are in accordance with the real conditions of the research object.

Based on the results of the evaluation of convergent validity and discriminant validity of the variables and the reliability of the variables, it can be concluded that the indicators used can be declared valid and reliable as measures of research variables.

Multicollinearity Test

Multicollinearity is a condition where there is a correlation between independent variables or where independent variables are not mutually independent. Multicollinearity testing can be performed by examining the Collinearity Statistics (VIF) values in the inner VIF values. If the inner VIF is < 5 , it indicates no multicollinearity.

Table Multicollinearity Test Results

	VIF
Work culture -> HR performance	1,673
Work culture -> Trust in Leader	1,309
Transformational Leadership -> Human Resource Performance	1,579
Transformational Leadership -> Trust in Leader	1,309
Trust in Leader -> HR Performance	1,940

Based on the results above, it can be seen that the VIF values of all variables are below 5. This means that there is no multicollinearity problem in the model formed.

3.2.2. Analysis of the Influence between Variables

This section presents the results of testing the research hypotheses proposed in the previous chapter. The results of testing the influence of each research variable are presented as follows:

Table Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work culture -> HR performance	0.224	0.221	0.108	2,068	0.039
Work culture -> Trust in Leader	0.434	0.426	0.107	4,054	0.000
Leadership transformational -> HR Performance	0.204	0.202	0.102	2,002	0.045
Leadership transformational -> Trust in Leader	0.373	0.388	0.095	3,940	0.000
Trust in Leader -> HR Performance	0.467	0.466	0.107	4,346	0.000

Source: Primary data processing with Smart PLS 4.1.0 (2025)

To determine whether a hypothesis is accepted or not by comparing the calculated t with the t table, with the condition that if the calculated $t > t$ table, then the hypothesis is accepted. The t-table value for a 5% significance level is 1.96. Based on the results

of data processing using the PLS analysis above, the results of testing each hypothesis proposed in the previous chapter can be presented as follows:

Hypothesis Testing 1:

H1: The better the implementation of work culture, the better the performance of HR. In testing hypothesis 1, the original sample estimate value for the influence of work culture on HR performance was 0.224. This value proves that work culture has a positive influence on HR performance, the results of which are also reinforced by the results of the t-test which obtained a t-value of $0.224 \cdot \text{count}(2.068) > t_{\text{table}}(1.96)$ and $p(0.039) < 0.05$, so it can be said that there is a positive influence and significant influence of work culture on HR performance. Thus, the first hypothesis states that "The better the implementation of work culture, the better the

HR performance will be better" acceptable.

Hypothesis Testing 2:

H2: The better the implementation of work culture, the better the trust in superiors will be.

In testing hypothesis 2, the original sample estimate value of the influence of work culture on Trust in Leader was 0.434. This value proves that work culture has a positive influence on Trust in Leader, the results of which are also strengthened by the results of the t-test which obtained a calculated t value $(4.054) > t_{\text{table}}(1.96)$ and $p(0.000) < 0.05$, so it can be said that there is a significant influence.

Work culture and trust in leaders. Therefore, the second hypothesis, which states that "The better the implementation of work culture, the better the trust in superiors," can be accepted.

Hypothesis Testing 3:

H3: The better the implementation of transformational leadership, the better the performance of human resources.

In testing hypothesis 3, the original sample estimate value for the influence of transformational leadership on HR performance was 0.204. This value proves that transformational leadership has a positive effect on HR performance. This is also supported by the results of the t-test, which obtained a t-value of $0.204 \cdot \text{count}(2.002) > t_{\text{table}}(1.96)$ and $p(0.045) < 0.05$, so it can be said that there is a positive and significant influence of transformational leadership on HR performance. Therefore, the third hypothesis stating that "The better the implementation of transformational leadership, the better HR performance" can be accepted.

3.2.3. Indirect Effect Analysis

The indirect effect test was conducted to determine the influence of the Work Culture and Transformational Leadership variables on HR Performance through the intervening variable, namely Trust in Leaders. The results of the indirect effect test are presented in the following table.

Based on the test results in Table 4.16, it is known that the magnitude of the indirect

influence of work culture on HR performance through Trust in Leaders is 0.202 with a calculated t value of 2.706 and $p = 0.007$ ($p < 0.05$). This indicates that there is a significant influence of work culture on HR performance indirectly through Trust in Leaders. This means that a good work culture can increase Trust in Leaders, which in turn can increase employee trust.

employees to leaders will have an impact on employee work behavior, thereby improving their performance.

Indirect Effect Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work culture -> Trust in Leader -> HR Performance	0.202	0.201	0.075	2,706	0.007
Leadershiptransformational -> Trust in Leader -> HR Performance	0.174	0.181	0.061	2,876	0.004

Source: Processed research data, 2025

Another finding is that the magnitude of the indirect influence of Transformational Leadership on HR Performance through Trust in Leader is 0.174 with a calculated t value of 2.876 and a significance value of $p = 0.004$ ($p < 0.05$). The results of this test mean that the influence of Transformational Leadership is significant on HR Performance indirectly through Trust in Leader. Good transformational leadership can increase employee trust in leaders, then employees who have high trust in leaders will be more confident in carrying out their work, so this can have a positive impact on HR Performance.

3.2. The influence of work culture on HR performance

This study proves that work culture has a positive and significant impact on HR performance, the results of which are also strengthened by the results of previous research which stated that organizational culture has been proven to have a positive and significant impact on performance (Paais & Pattiruhu, 2020a).

In this study, work culture is reflected through six main indicators: Trustworthiness, Competentness, Harmony, Loyalty, Adaptability, and Collaboration. These six indicators have been shown to positively contribute to improving human resource performance, as reflected in aspects of work quality, quantity, and the implementation of duties and responsibilities.

The work culture indicator in this study with the highest outer loading value is Competence, indicating that competence is the most dominant aspect in forming a strong work culture. Meanwhile, for the Human Resources (HR) Performance variable, the indicator with the highest outer loading value is Work Quality, indicating that the quality of work results is the primary factor in assessing overall HR performance.

These findings indicate that increasing individual competency within an organization will have a positive impact on improving the quality of work produced. In other words, the

higher the level of The more competencies employees possess, the better the quality and effectiveness of their work. This underscores the importance of competency development as a primary strategy for improving overall HR performance within an organization.

Measurement results for the work culture variable indicate that the indicator with the lowest outer loading is harmony in work relationships. Meanwhile, for the human resources (HR) performance variable, the indicator with the lowest outer loading is task execution.

These findings indicate a positive relationship between harmony in work culture and task performance effectiveness. In other words, the more harmonious the work environment within an organization, the better and smoother the execution of tasks by human resources tends to be. This underscores the importance of creating a conducive and mutually supportive work environment so that each individual can optimally carry out their responsibilities, which ultimately improves the organization's overall performance.

3.2.1. The influence of work culture on Trust in Leaders

This study demonstrates that work culture has a positive and significant impact on trust in leaders, a finding that also supports previous research that stated that implementing a strong work culture plays a crucial role in building trust in leaders (Ogbeibu et al., 2021). This study demonstrates that work culture Work performance is reflected through six main indicators: Trustworthiness, Competentness, Harmony, Loyalty, Adaptability, and Collaboration. All of these indicators have been shown to have a positive influence on increasing trust in leaders, which in this study is represented through three main indicators: ability, goodwill, and integrity.

The results of measurements of work culture variables indicate that the indicator with the highest outer loading value is competence. Meanwhile, for the Trust in Leader variable, the indicator with the highest outer loading value is integrity. These findings indicate a positive relationship between competence and integrity, meaning that the higher a person's level of competence, the stronger their integrity. In other words, increased ability and expertise in carrying out tasks will impact an increase in honesty, consistency, and trustworthiness in leadership.

This confirms that competency development is not only important for the technical aspects of work but also plays a crucial role in building character and trust in the workplace. Therefore, efforts to improve work culture that focus on improving competency can directly support the creation of leadership with high integrity.

The measurement results for the work culture variable show that the indicator with the lowest outer loading value is harmony in work relationships. Meanwhile, for the trust in leaders variable, the indicator with the lowest outer loading value is kindness. These findings indicate that a good level of harmony in the work culture contributes positively to increasing kindness as part of trust in the leader. In other words, the stronger and more harmonious the relationships between members in the work environment, the more the leader's kindness will be perceived and trusted by subordinates. This emphasizes the importance of creating a harmonious work environment to strengthen trust and positive relationships between leaders and team members, which can ultimately increase the

effectiveness and productivity of the organization as a whole.

3.2.2. The influence of transformational leadership on HR performance. This research proves that transformational leadership

has a positive and significant effect on HR performance. This study confirms the findings of Rawashdeh et al. (2020), which showed that transformational leadership has a positive and significant effect on employee performance. Transformational leadership in this study is reflected through four indicators: a clear vision, moral example, attention to individuals, and Charisma. These elements that form transformational leadership contribute to improving HR performance, which in this study was measured through four indicators: work quality, work quantity, task execution, and responsibility.

The measurement results for the transformational leadership variable show that the indicator with the highest outer loading value is moral role model. Meanwhile, for the human resource performance variable, the indicator with the highest outer loading value is work quality. These findings indicate that the stronger and more positive the moral role model provided by a leader, the higher the quality of work produced by employees. In other words, leadership that is able to provide a good moral example will directly influence the improvement of individual performance in terms of the quality of work performed. This demonstrates the importance of the moral aspect in leadership as a key factor that can drive the productivity and effectiveness of overall human resource performance.

In the measurement results for the transformational leadership variable, the indicator with the lowest outer loading value was clear vision. Meanwhile, for the human resource performance variable, the indicator with the lowest outer loading value was task execution. These findings indicate that successful task execution is greatly influenced by the extent to which a clear vision is conveyed and understood. In other words, the stronger and clearer a leader's vision, the stronger the leader's performance.

This will also increase the effectiveness of employee task execution. This demonstrates the importance of leadership in providing appropriate direction to optimally improve individual performance within the organization. Therefore, developing a communicative and easily understood vision is a key aspect in improving task execution effectiveness and, ultimately, overall human resource performance.

3.2.3. The influence of transformational leadership on trust in leaders

This study demonstrates that transformational leadership has a positive and significant impact on trust in leaders. Previous research has shown that transformational leadership significantly influences employee trust in leaders and encourages proactive behavior in the face of organizational change (MN Islam et al., 2021). Transformational leadership in this study was measured through four indicators: a clear vision, moral example, individual attention, and charisma. These elements play a role in increasing levels of trust in leaders, which in this study is reflected in three main indicators: ability, kindness, and integrity.

Measurement results for the transformational leadership variable indicate that the indicator with the highest outer loading value is moral role model. Meanwhile, for the trust in leaders variable, the indicator with the highest outer loading value is integrity.

These findings indicate that the stronger the moral example a leader sets, the higher the level of integrity perceived by their followers. In other words, leadership that prioritizes moral example not only increases trust but also strengthens confidence in a leader's honesty and consistency in carrying out their duties. This underscores the importance of leaders being moral role models in order to build strong trust among organizational members, which ultimately has a positive impact on overall team performance and harmony.

The measurement results for the transformational leadership variable show that the indicator with the lowest outer loading value is clear vision. Meanwhile, for the Trust in Leader variable, the indicator with the lowest outer loading value is kindness. These findings indicate a positive relationship between clarity of vision and kindness, where the clearer and stronger a leader's vision, the higher the level of kindness perceived or demonstrated in their leadership. In other words, leadership with a clear and understandable vision can encourage the emergence of kindness, which ultimately contributes to increased trust from members or subordinates. This emphasizes the importance of leaders not only having a clear vision but also expressing values.

Kindness as an integral part of an effective leadership style and has a positive influence on interpersonal relationships in organizations.

3.2.4. The Influence of Trust in Leaders on HR Performance

This study demonstrates that trust in leaders has a positive and significant impact on human resource performance, a finding further reinforced by findings that show trust in leaders has also been shown to positively impact employee well-being and engagement in their work (Su et al., 2021; Wang and Hsieh, 2013). In this study, trust in leaders is reflected in three indicators: ability, kindness, and integrity, which have been shown to improve human resource performance. Meanwhile, human resource performance itself is reflected in four indicators: work quality, work quantity, task execution, and responsibility. The measurement results for the Trust in Leader variable show that the indicator with the highest outer loading value is integrity. Meanwhile, for the Human Resources Performance variable, the indicator with the highest outer loading value is work quality.

These findings indicate a positive relationship between a leader's integrity and the quality of work produced by human resources. In other words, the higher the level of integrity a leader possesses, the better the quality of work achieved by their team or subordinates. This underscores the importance of integrity.

as the primary foundation for building trust, which ultimately drives overall performance improvement. Leader integrity not only reflects honesty and consistency in action but also serves as a role model that motivates employees to perform at a higher standard and be accountable for their duties. Therefore, strengthening the value of integrity in leadership is a key factor in achieving optimal and sustainable work results.

The measurement results for the Trust in Leader variable show that the indicator with the lowest outer loading value is kindness. Meanwhile, for the Human Resources Performance variable, the indicator with the lowest outer loading value is task execution. These findings

indicate a close relationship between a leader's kindness and the effectiveness of employee task execution. In other words, the higher the level of kindness demonstrated by the leader, the better the employee's ability to perform their duties.

This underscores the importance of kindness in leadership as a factor that can drive overall human resource performance improvement. Furthermore, kindness in leadership not only creates a positive work environment but also strengthens employees' sense of responsibility and motivation to perform their duties better.

4. Conclusion

Based on the results of hypothesis testing and discussion regarding the relationship between variables in this study, the answers to the research questions can be concluded as follows: 1. The Influence of Work Culture on Human Resource Performance. This study confirms that work culture has a positive and significant influence on human resource performance. Components of work culture, such as trustworthiness, competence, harmony, loyalty, adaptability, and collaboration, have been shown to improve various aspects of performance, including work quality, quantity of output, and the overall execution of tasks and responsibilities. 2. The Influence of Work Culture on Trust in Leaders. Work culture also plays a crucial role in building employee trust in leaders. This study shows that the same aspects of work culture—trustworthiness, competence, harmony, loyalty, adaptability, and collaboration—contribute positively and significantly to increasing trust in leaders, as reflected in perceptions of a leader's ability, integrity, and benevolence. 3. The Influence of Transformational Leadership on HR Performance. Transformational leadership has been proven to have a positive impact. significantly impacts HR performance. Leadership that is able to formulate a clear vision, serve as a moral role model, provide individual attention to subordinates, and possess strong charisma can improve the quality and quantity of work and the effectiveness of employee performance of tasks and responsibilities. 4. The Influence of Transformational Leadership on Trust in Leaders. Furthermore, transformational leadership significantly contributes to increasing employee trust in their leaders. A leader's ability to convey a clear vision, set a moral example, provide personal attention, and possess charisma has been shown to strengthen trust in leaders, as measured by their ability, integrity, and kindness. 5. The Influence of Trust in Leaders on HR Performance. Employee trust in leaders also has a positive and significant impact on HR performance. Aspects of trust in leaders, such as a leader's ability, integrity, and kindness, play a crucial role in driving improvements in the quality and quantity of work, as well as in the more optimal execution of tasks and responsibilities. Overall, this study confirms that a strong work culture, effective transformational leadership, and high levels of trust in leaders interact positively to improve human resource performance in organizations.

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