



The Effect of Employee Relations and Transformational Leadership on Job Satisfaction: The Mediating Role of Interpersonal Trust in Colleagues and Managers

Dodi Ria Atmaja

Esa Unggul University, Indonesia

dodi.riaatmaja@esaunggul.ac.id

Wulan Amanda Putri

Esa Unggul University, Indonesia

wulanamanda21@student.esaunggul.ac.id

ABSTRACT

Workplace diversity requires effective management to build positive Employee Relations, which impacts Job Satisfaction and Mental Health of employees. This study explores the influence of Human Resources on Employee Relations, Job Satisfaction, Interpersonal Trust in Managers, and Interpersonal Trust in Colleagues, with mediation by Perceived Value and Employee Satisfaction. The purposive sampling method was used by distributing online questionnaires to employees of fintech companies in Jakarta. Data analysis was performed using PLS-SEM. The results indicate that Employee Relations significantly positively affect Interpersonal Trust in Colleagues and Job Satisfaction. Interpersonal Trust in Colleagues mediates the positive impact of Employee Relations on Job Satisfaction, while Interpersonal Trust in Managers does not show a positive effect on Job Satisfaction. This study contributes to the understanding of employee dynamics in the fintech industry. Future research is recommended to expand the scope of variables such as working conditions, salary, and organizational culture, and to use more anonymous data collection methods to reduce bias. Additionally, disseminating the research beyond Jakarta will provide a broader and more representative perspective from various locations.

Keywords: Employee Relations, Job Satisfaction, Interpersonal Trust in Managers, Interpersonal Trust in Colleagues, Transformational Leadership.

Received: 14 November 2024;

Accepted: 12 December 2024 ;

Published: December 2024.

How to Cite:

Atmaja, D.R., & Putri, W.A. (2024). The Effect of Employee Relations and Transformational Leadership on Job Satisfaction: The Mediating Role of Interpersonal Trust in Colleagues and Managers. *Journal of Business and Behavioural Entrepreneurship*, 8(2), 111-123. <https://doi.org/10.21009/JOBBE.008.2.09>

INTRODUCTION

The rapid development of the business world has increased competition among companies to retain top-quality employees. Positive employee relations and job satisfaction are crucial in retaining high-performing talents and fostering innovation within organizations (Akbar, 2018; Al-Dweik, 2019). Conversely, poor relationships among employees or with managers, along with low job satisfaction, can reduce organizational efficiency and hinder development (Neuman, 2003). Companies that fail to promote positive workplace interactions may struggle to build a culture of innovation essential for navigating competitive markets (Ejupi, 2020). Job satisfaction is one of the most critical aspects of workplace success, closely linked to the quality of relationships between employees and the role of managers in supporting employee mental well-being (KESER, 2005). Trust and mutual respect in the workplace have been shown to encourage employees to take risks, share creative ideas, and engage in collaborative processes (Amabile, 2020). Additionally, trust among team members facilitates open communication, effective coordination, and a willingness to help achieve common goals (Nijhof, 2022). Despite these insights, gaps remain in understanding how specific variables such as interpersonal trust in managers and colleagues and transformational leadership influence employee relations and job satisfaction. Previous studies often focus on general organizational trust or leadership styles but rarely examine their combined effects within dynamic industries like fintech, characterized by high innovation demands and diverse workforces (Braun, 2018).

This study addresses these gaps by exploring the influence of human resource factors on employee relations, job satisfaction, and interpersonal trust, with perceived value acting as a mediating variable. It further examines the moderating role of transformational leadership in these relationships. The research advances prior work by incorporating a broader scope of variables and focusing on the fintech industry in Jakarta, providing insights into the unique dynamics of employee relations within fast-paced, technology-driven organizations. The findings contribute to the theoretical understanding of human resource management and offer practical implications for fostering workplace trust, satisfaction, and innovation.

RESEARCH METHOD

This study involves four variables: Employee Relations, Job Satisfaction, Interpersonal Trust in Managers, Interpersonal Trust in Colleagues, and Transformational Leadership. The measurement of Employee Relations was adopted from Jehn (1995), consisting of six items. The Job Satisfaction variable was measured using three items, while the Transformational Leadership variable was adapted from Podsakoff (1990a) with five items. The measurement of Interpersonal Trust in Managers was adopted from Mael (1992), consisting of four items, and Interpersonal Trust in Colleagues was adapted from Tierney (1999), also with four items.

The population of this study consisted of employees of fintech companies in Jakarta. Data were collected through an online survey using Google Forms. The survey began with a pretest conducted on 30 respondents. The sample size was determined based

on Hair et al. (2018), which recommends a minimum sample size of five times the number of items in the questionnaire. Since the questionnaire contained 20 items, the study included a sample of 100 respondents. Responses were measured using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree).

This study employed a quantitative approach, utilizing the Structural Equation Modeling (SEM) method. Data analysis and processing were conducted using SPSS and SmartPLS 4.0 software. Validity and reliability were tested using factor analysis in SPSS by examining the Kaiser-Meyer-Olkin (KMO) values and the Measure of Sampling Adequacy (MSA). If the KMO and MSA values exceeded 0.5, the factor analysis was deemed suitable. Reliability testing was conducted using Cronbach's Alpha, with values closer to 1 indicating higher reliability (Hair et al., 2019). Furthermore, an inner model test was performed to examine the indicators using path coefficients and bootstrapping.

Hypotheses were tested using Partial Least Square-Structural Equation Modeling (PLS-SEM) with SmartPLS. SmartPLS 4.0 was chosen for its ability to deliver straightforward and robust results, particularly suited for complex or large research models without requiring normality testing (Bamgbade, Kamaruddeen, and Mohd Nawi, 2015; Henseler et al., 2014).

RESULTS AND DISCUSSION

This study involved 100 respondents, with 35% being male and 65% female. Most respondents were aged 18–26 years (80%) and were unmarried (87%). The majority worked as staff (81%), had 3–5 years of work experience (45%), and held either a high school diploma (46%) or a bachelor's degree (43%) as their highest education level. Instrument testing showed that all indicators met the validity criteria, with Kaiser-Meyer-Olkin (KMO) values exceeding 0.70. The reliability of the instruments was also confirmed, with Cronbach's Alpha and Composite Reliability values above 0.70 for all constructs. The results indicate that Employee Relations significantly and positively influence Job Satisfaction. Additionally, Employee Relations positively impact Interpersonal Trust in Colleagues. However, Interpersonal Trust in Managers was not found to significantly influence Job Satisfaction. The study found that "Interpersonal Trust in Managers is not significant to Job Satisfaction." This result can be understood through theoretical and practical perspectives. Theoretically, trust in managers may not directly impact job satisfaction as employees often derive more satisfaction from peer relationships, autonomy, or recognition (Dirks and Ferrin, 2001). In team-based structures, trust in colleagues tends to influence daily operations and teamwork more significantly (Nijhof, 2022). Herzberg's Two-Factor Theory (1959) also suggests intrinsic motivators, such as achievement and recognition, play a greater role in job satisfaction than extrinsic factors like managerial trust.

Practically, this emphasizes the need for a holistic approach to job satisfaction. Organizations should focus on fostering peer support and collaborative environments, as these have a more immediate impact. In fast-paced industries like fintech, employees value autonomy and innovation opportunities more than managerial trust. Managers should therefore create empowering environments that encourage creativity and independent projects. Studies support this view. Wang (2021) found trust in colleagues had a stronger correlation with job satisfaction than trust in supervisors, particularly in

dynamic settings. Similarly, Huang (2018) stressed aligning managerial actions with employees' growth aspirations. Future research should explore cultural factors and individual differences that mediate the relationship between managerial trust and job satisfaction. Examining variables like organizational culture, leadership styles, and personality traits could provide a deeper understanding and inform strategies for enhancing job satisfaction. Similarly, Transformational Leadership did not moderate the relationship between Employee Relations and Job Satisfaction.

The findings reveal that Employee Relations play a crucial role in enhancing Job Satisfaction. Positive workplace relationships foster effective communication and harmonious teamwork, creating a supportive environment for employees. These results align with prior studies, such as Huang (2018), which demonstrated the significance of Employee Relations in improving mental well-being and productivity. Employee Relations also positively influence Interpersonal Trust in Colleagues. When employees feel valued and supported by their peers, trust among colleagues strengthens, leading to improved workplace dynamics. This supports Tan's (2000) argument that trust among peers is essential for building collaborative and productive work environments.

Conversely, Interpersonal Trust in Managers was not found to significantly influence Job Satisfaction in this study. This outcome may stem from differing expectations between managers and employees, where peer support and teamwork might be more critical factors for job satisfaction. The study further showed that Transformational Leadership did not moderate the relationship between Employee Relations and Job Satisfaction. This suggests that other variables, such as organizational culture, working conditions, or individual differences among employees, may play a more significant role than leadership style in this context. These findings underscore the importance of fostering strong interpersonal relationships and trust among colleagues to enhance job satisfaction. While managerial trust and leadership styles remain relevant, their impact may vary depending on organizational or cultural factors. Future research should explore additional variables and their interplay to provide a more comprehensive understanding of these relationships.

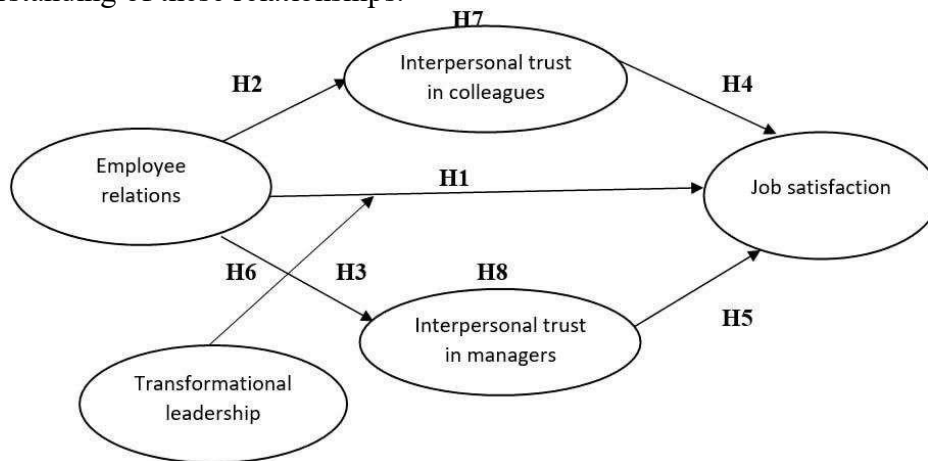


Figure 1. Research Model

Table 1. Hypothesis Testing Result

<i>Variables</i>	<i>Hipotesis</i>	<i>T - Value</i>	<i>Significance</i>
<i>H1</i>	<i>Employee Relations</i> has a positive and significant influence on <i>Job Satisfaction</i>	3.694	Significant
<i>H2</i>	<i>Employee Relations</i> has a positive and significant influence on <i>Interpersonal Trust in Colleagues</i>	12.518	Significant
<i>H3</i>	<i>Interpersonal Trust in Manager</i> has a positive and significant influence on <i>Employee Relations</i>	11.700	Significant
<i>H4</i>	<i>Interpersonal Trust in Colleagues</i> has a positive and significant influence on <i>Job Satisfaction</i>	3.648	Significant
<i>H5</i>	<i>Interpersonal Trust in Manager</i> has a positive influence on <i>Job Satisfaction</i>	1.781	Not Significant
<i>H6</i>	<i>Transformational Leadership</i> mediates <i>Employee Relations</i> to have a positive influence on <i>Job Satisfaction</i>	0.274	Not Significant
<i>H7</i>	<i>Interpersonal Trust in Colleagues</i> has a positive and significant influence on <i>Job Satisfaction</i> with mediation from <i>Employee Relations</i>	3.719	Significant
<i>H8</i>	<i>Employee Relations</i> has a positive influence on <i>Job Satisfaction</i> through <i>Interpersonal Trust in Managers</i>	1.729	Not Significant

CONCLUSION

Based on the research findings, Employee Relations, Interpersonal Trust in Colleagues, Interpersonal Trust in Managers, and Transformational Leadership play significant roles in influencing Job Satisfaction. Strengthening Employee Relations can enhance Interpersonal Trust in Colleagues and Job Satisfaction, while Interpersonal Trust in Managers reinforces trust among colleagues. However, Transformational Leadership does not have a direct impact on Job Satisfaction when mediated by Employee Relations. This study is limited by its focus on specific variables, such as Employee Relations, Interpersonal Trust, and Job Satisfaction, excluding other potential factors like working conditions, salary, and organizational culture.

Additionally, there is a possibility that respondents were hesitant to provide negative feedback about their managers or organizations, which may have influenced data accuracy. For future research, it is recommended to explore additional leadership styles, such as Transactional Leadership, which might also affect Employee Relations and Job Satisfaction. Researchers are encouraged to study more complex interactions between variables, including moderating and mediating effects, to gain deeper insights into these relationships. Expanding the geographic scope to include respondents outside Jakarta and ensuring anonymity in surveys can help improve the validity and generalizability of future studies.

From a managerial perspective, strengthening Employee Relations and fostering trust among colleagues are effective strategies for enhancing Job Satisfaction. Organizations should focus on creating an inclusive and diverse workplace by hiring employees from varied backgrounds and implementing fair reward systems. Providing training in conflict management, teamwork, and collaboration is also essential to develop a more engaged workforce. Additionally, offering employees opportunities to share their ideas openly can improve their motivation and trust in the organization. For fintech companies, promoting diversity and inclusion during recruitment and maintaining a supportive work environment can drive innovation, creativity, and employee loyalty. By managing Employee Relations and workplace trust effectively, organizations can create a healthier, more inclusive, and productive work environment that supports employee satisfaction and long-term success.

REFERENCES

- Afsar, Bilal. "The Mediating Role of Interpersonal Trust in the Relationship Between Transformational Leadership and Employee Outcomes: A Multilevel Analysis." *Journal of Business and Psychology*, vol. 35, 2020, pp. 159-181.
- Akbar, Saeed. "The Impact of Employee Relations on Job Satisfaction: A Study of Employees in Private Sector Banks of Pakistan." *International Journal of Human Resource Management*, vol. 29, no. 8, 2018, pp. 1554-1571.
- Allen, Tammy D., Timothy D. Golden, and Kristen M. Shockley. "How Effective Is Telecommuting? Assessing the Status of Our Scientific Findings." *Psychological Science in the Public Interest*, vol. 16, no. 2, 2015, pp. 40-68, <https://doi.org/10.1177/1529100615593273>.
- Al-Dweik, Mohammed, and Omar Al-Omari. "Employee Satisfaction and Retention: The Role of Employee Relations and Job Satisfaction." *Journal of Human Resources Management*, 2019.

- Amabile, Teresa M. *The Progress Principle: Using Small Wins to Ignite Joy, Engagement, and Creativity at Work.* Harvard Business Review Press, 2020.
- Asghar, Mohammad, Omar Mohammad, and Nida Aslam. "Employee Relations and Job Satisfaction: The Impact of Relationship Quality and Sense of Community in Organizations." *International Journal of Business and Social Science*, vol. 7, no. 2, 2016, pp. 21-30.
- Asghar, Bilal, Adeel Wasim, Muhammad Jahanzaib, and Sajid Hussain. "The Nucleus Impact of Privatization on Employee Relations at Pakistan Telecommunication Company Limited." *The Nucleus*, vol. 53, no. 4, 2016, pp. 243-253.
- Atkinson, Sally, and David Butcher. "Trust in Managerial Relationships." *Journal of Managerial Psychology*, vol. 18, no. 4, 2003, pp. 282-304, <https://doi.org/10.1108/02683940310473064>.
- Avolio, Bruce J. "Individual Consideration Viewed at Multiple Levels of Analysis: A Multi-Level Framework for Examining the Diffusion of Transformational Leadership." *The Leadership Quarterly*, vol. 6, no. 2, 1995, pp. 199-218.
- Badcock, Christopher. "Trust: Making and Breaking Cooperative Relations by Diego Gambetta Review." *The British Journal of Sociology*, vol. 41, no. 1, 1990, p. 128.
- Bakotić, Danica. "Relationship Between Job Satisfaction and Organisational Performance." *Economic Research-Ekonomska Istrazivanja*, vol. 29, no. 1, 2016, pp. 118-130, <https://doi.org/10.1080/1331677X.2016.1163946>.
- Bamgbade, Jibril Adewale, Ahmed Mohammed Kamaruddeen, and Mohd Nasrun Mohd Nawi. "Factors Influencing Sustainable Construction Among Construction Firms in Malaysia: A Preliminary Study Using PLS-SEM." *Revista Tecnica De La Facultad De Ingenieria Universidad Del Zulia (Technical Journal of the Faculty of Engineering, TJFE)*, vol. 38, no. 3, 2015, pp. 132-142.
- Bass, Bernard M. *Transformational Leadership: Industrial, Military, and Educational Impact.* Lawrence Erlbaum Associates, 1985.
- Bass, Bernard M., Bruce J. Avolio, and L. Goodheim. "Biography and the Assessment of Transformational Leadership at the World-Class Level." *Journal of Management*, vol. 13, no. 1, 1987, pp. 7-19.
- Bond-Barnard, Taryn Jane, Lizelle Fletcher, and Herman Steyn. "Linking Trust and Collaboration in Project Teams to Project Management Success." *International Journal of Managing Projects in Business*, vol. 11, no. 2, 2018, pp. 432-457, <https://doi.org/10.1108/IJMPB-06-2017-0068>.
- Brashear, Thomas G., James S. Boles, and Danny N. Bellenger. "The Role of Interpersonal Trust in Job Satisfaction and Organizational Commitment." *Journal of Marketing Theory and Practice*, vol. 11, no. 1, 2003, pp. 1-12.
- Braun, Susanne, Claudia Peus, Silke Weisweiler, and Dieter Frey. "Transformational Leadership, Job Satisfaction, and Team Performance: A Multilevel Mediation Model of Trust." *The Leadership Quarterly*, vol. 24, no. 2, 2013, pp. 270-283.
- Brüder, A. K. "Employee Trust and Organizational Commitment: Mediating Role of Job Satisfaction." *European Management Journal*, vol. 41, 2023, pp. 112-123.
- Burns, James MacGregor. *Leadership.* Harper & Row, 1978.
- Casper, Wendy J., Hoda Vaziri, Julie Holliday Wayne, Sara DeHauw, and Jeffrey Greenhaus. "The Jingle-Jangle of Work-Nonwork Balance: A Comprehensive and Meta-Analytic Review of Its Meaning and Measurement." *Journal of Applied*

- Psychology, vol. 103, no. 2, 2017, pp. 182-214, <https://doi.org/10.1037/apl0000259>.
- Chafetz, Janet Saltzman. *The Oxford Handbook of the Sociology of Latin America: Sociology of Gender*. Oxford UP, 2006.
- Cho, Yoon Jik, and Theodore H. Poister. "Human Resource Management Practices and Trust in Public Organizations." *Public Management Review*, vol. 15, no. 6, 2013, pp. 816-838, <https://doi.org/10.1080/14719037.2012.698854>.
- Colquitt, Jason A., R. Eric Wild, and Alligator Properties. "Trust in Typical and High-Reliability Contexts: Building and Reacting to Trust Among Firefighters." *Academy of Management Journal*, vol. 54, no. 5, 2011, pp. 999-1015.
- Connor, Johnny O. "The Impact of Job Satisfaction on the Turnover Intent of Executive Level Central Office Administrators in Texas Public School Districts: A Quantitative Study of Work-Related Constructs." *Education Sciences*, vol. 8, no. 2, 2018, <https://doi.org/10.3390/educsci8020069>.
- Costa, Ana C. "The Role of Interpersonal Trust in Managers on Employee Relations and Work Outcomes." *Journal of Management Studies*, vol. 55, no. 6, 2018, pp. 933-957.
- David, Kauffmann, and Carmi Golan. "The Mediating Effect of Interpersonal Trust on Virtual Team's Collaboration." *International Journal of Knowledge Management*, vol. 13, no. 3, 2017, pp. 20-37, <https://doi.org/10.4018/IJKM.2017070102>.
- Dhamija, Pavitra, Shivam Gupta, and Surajit Bag. "Measuring of Job Satisfaction: The Use of Quality of Work Life Factors." *Benchmarking*, vol. 26, no. 3, 2019, pp. 871-892, <https://doi.org/10.1108/BIJ-06-2018-0155>.
- Diestel, Stefan, Jürgen Wegge, and Klaus Helmut Schmidt. "The Impact of Social Context on the Relationship Between Individual Job Satisfaction and Absenteeism: The Roles of Different Foci of Job Satisfaction and Work-Unit Absenteeism." *Academy of Management Journal*, vol. 57, no. 2, 2014, pp. 353-382, <https://doi.org/10.5465/amj.2010.1087>.
- Dirks, Kurt T., and Donald L. Ferrin. "The Role of Trust in Organizational Settings." *Organization Science*, vol. 12, no. 4, 2001, pp. 450-467.
- Dirks, Kurt T., and Donald L. Ferrin. "Trust in Leadership: Meta-Analytic Findings and Implications for Research and Practice." *Journal of Applied Psychology*, vol. 87, no. 4, 2002, pp. 611-628, <https://doi.org/10.1037//0021-9010.87.4.611>.
- Drange, Ingrid F. "The Importance of Managerial Adherence to Collective Agreements and Harmonious Interpersonal Trust Among Colleagues in Maintaining High Trust Levels in Managers During Organizational Changes." *Scandinavian Journal of Management*, vol. 39, no. 2, 2023, pp. 101-117.
- Hansen, Duane S., Benjamin B. Dunford, Bradley J. Alge, and Christine L. Jackson. "Corporate Social Responsibility, Ethical Leadership, and Trust Propensity: A Multi-Experience Model of Perceived Ethical Climate." *Journal of Business Ethics*, vol. 137, no. 4, 2016, pp. 649-62. doi:10.1007/s10551-015-2745-7.
- Edelman, L. B., and B. Schneider. "The Role of Interpersonal Trust in Creating a Supportive Work Environment." *Academy of Management Journal*, 1999, pp. 319-330.

- Eisenberger, R. H. "Perceived Organizational Support and Employee Diligence, Commitment, and Innovation." *Journal of Applied Psychology*, vol. 1990, pp. 51–59.
- Ejupi, B., and others. "The Role of Interpersonal Relationships in Enhancing Employee Satisfaction and Retention." *Journal of Organizational Behavior*, vol. 2020, pp. 120–138.
- Fulmer, Ashley, and Kurt Dirks. "Multilevel Trust: A Theoretical and Practical Imperative." *Journal of Trust Research*, vol. 8, no. 2, 2018, pp. 137–41. doi:10.1080/21515581.2018.1531657.
- Furnham, Adrian, Andreas Eracleous, and Tomas Chamorro-Premuzic. "Personality, Motivation and Job Satisfaction: Herzberg Meets the Big Five." *Journal of Managerial Psychology*, vol. 24, no. 8, 2009, pp. 765–79. doi:10.1108/02683940910996789.
- Gill, Amarjit S. "The Role of Trust in Employee-Manager Relationship." *International Journal of Contemporary Hospitality Management*, vol. 20, no. 1, 2008, pp. 98–103. doi:10.1108/09596110810848613.
- Gottman, John M., James Coan, Sybil Carrere, Catherine Swanson, John M. Gottman, James Coan, Sybil Carrere, and Catherine Swanson. "Predicting Marital Happiness and Stability from Newlywed Interactions." *Journal of Marriage and Family*, vol. 60, no. 1, 1998, pp. 5–22. doi:10.1002/job.
- Guinot, Jacob, and Ricardo Chiva. "Vertical Trust Within Organizations and Performance: A Systematic Review." *Human Resource Development Review*, vol. 18, no. 2, 2019, pp. 196–227. doi:10.1177/1534484319842992.
- Guinot, Jacob, Ricardo Chiva, and Vicente Roca-Puig. "Interpersonal Trust, Stress and Satisfaction at Work: An Empirical Study." *Personnel Review*, vol. 43, no. 1, 2014, pp. 96–115. doi:10.1108/PR-02-2012-0043.
- Hair, J. F., et al. *Advanced Issues in Partial Least Squares Structural Equation Modeling*. Sage Publications, 2018.
- Hair, Joseph F., William C. Black, Barry J. Babin, and Rolph E. Anderson. *Multivariate Data Analysis. Vectors*, 2019. doi:10.1016/j.ijpharm.2011.02.019.
- Hasche, Nina, Linda Höglund, and Maria Mårtensson. "Intra-Organizational Trust in Public Organizations—the Study of Interpersonal Trust in Both Vertical and Horizontal Relationships from a Bidirectional Perspective." *Public Management Review*, vol. 23, no. 12, 2021, pp. 1768–88. doi:10.1080/14719037.2020.1764081.
- Henseler, Jörg, Theo K. Dijkstra, Marko Sarstedt, Christian M. Ringle, Adamantios Diamantopoulos, Detmar W. Straub, David J. Ketchen Jr, et al. "Common Beliefs and Reality About PLS: Comments on Rönkkö and Evermann." *Organizational Research Methods*, vol. 17, no. 2, 2014, pp. 182–209.
- Howell, J. M., and B. J. Avolio. "The Impact of Transactional and Transformational Leadership Styles on Followers' Motivation and Performance." *The Leadership Quarterly*, pp. 121–144, 1992.
- Huang, X. L. "The Role of Trust in Employee Relationships and Its Impact on Organizational Outcomes: A Comprehensive Review." *Human Resource Management Review*, pp. 135–146, 2018.
- Jiang, Zhou, Lee Di Milia, Yiqi Jiang, and Xuan Jiang. "Thriving at Work: A Mentoring-Moderated Process Linking Task Identity and Autonomy to Job Satisfaction."

- Journal of Vocational Behavior, vol. 118, Dec. 2019, p. 103373. doi:10.1016/j.jvb.2019.103373.
- Juniwati. "Pengaruh Perceived Ease of Use, Enjoyment Dan Trust Terhadap Repurchase Intention Dengan Customer Satisfaction Sebagai Intervening Pada Belanja Online (Studi Pada Mahasiswa Universitas Tanjungpura Pontianak)." *Jurnal Ekonomi Bisnis dan Kewirausahaan*, vol. 4, no. 1, 2015, p. 140. doi:10.26418/jebik.v4i1.11465.
- Jehn, K. A. "A Multimethod Examination of the Benefits and Detriments of Intragroup Conflict." *Administrative Science Quarterly*, pp. 256–282, 1995.
- Karanika-Murray, Maria, Nikita Duncan, Halley M. Pontes, and Mark D. Griffiths. "Organizational Identification, Work Engagement, and Job Satisfaction." *Journal of Managerial Psychology*, vol. 30, no. 8, 2015, pp. 1019–1033. doi:10.1108/JMP-11-2013-0359.
- Karhapää, Sari Johanna, and Taina Inkeri Savolainen. "Trust Development Processes in Intra-Organisational Relationships: A Multi-Level Permeation of Trust in a Merging University." *Journal of Trust Research*, vol. 8, no. 2, 2018, pp. 166–191. doi:10.1080/21515581.2018.1509009.
- Kelley, Shaded, and Sleepier Zachery. "Locke The Nature and Causes of Job Satisfaction." 1976.
- Keser, Aşkın. "The Relationship Between Job and Life Satisfaction in Automobile Sector Employees in Bursa, Turkey." *ISGUC, The Journal of Industrial Relations and Human Resources*, vol. 7, no. 2, 2005, pp. 52–63. doi:10.4026/1303-2860.2005.0015.x.
- Kim, Tae Yeol, Jie Wang, and Junsong Chen. "Mutual Trust Between Leader and Subordinate and Employee Outcomes." *Journal of Business Ethics*, vol. 149, no. 4, 2018, pp. 945–958. doi:10.1007/s10551-016-3093-y.
- Kim, Wonjoon, Nayoung Kim, Joseph B. Lyons, and Chang S. Nam. "Factors Affecting Trust in High-Vulnerability Human-Robot Interaction Contexts: A Structural Equation Modelling Approach." *Applied Ergonomics*, vol. 85, Dec. 2018, p. 103056. doi:10.1016/j.apergo.2020.103056.
- Kim, S. L. "The Impact of Employee Relations on Job Satisfaction: The Roles of Effective Communication, Managerial Support, and Teamwork." *International Journal of Human Resource Management*, pp. 1882–1904, 2019.
- Kramer, R. M. *The Psychology of Trust and Distrust: A Theoretical and Empirical Review*. Russell Sage Foundation, 2006.
- Kramer, R. M., and T. R. Tyler. *Divergent Realities and Convergent Disappointments in the Hierarchic Relation: Trust and the Intuitive Auditor at Work*. Sage Publications, 1996.
- Krause, A. M. "The Role of Positive Relationships with Supervisors and Colleagues in Employee Retention: Evidence from a Longitudinal Study." *Journal of Applied Psychology*, pp. 570–585, 2021.
- Le, P. B., and H. Lei. "The Mediating Role of Interpersonal Trust in the Relationship Between Transformational Leadership and Employee Outcomes: A Multilevel Analysis." *Journal of Business and Psychology*, pp. 159–181, 2020.
- Leithwood, K., and D. Jantzi. *Transformational Leadership*. B. Davies, ed., SAGE Publications, 2006.

- Lester, S. W. "Leadership and Job Satisfaction: A Comprehensive Review and Meta-Analysis." *Leadership Quarterly*, pp. 101–121, 2020.
- Locke, E. A., and G. P. Latham. *The Nature and Causes of Job Satisfaction*. M. D. Dunnette, ed., Rand McNally, 1976.
- Lin, She-Cheng, Jennifer Shu, and Jen Lin. "Impacts of Coworkers' Relationships on Organizational Commitment—and Intervening Effects of Job Satisfaction." *African Journal of Business Management*, vol. 5, no. 8, 2011, pp. 3396–3409. doi:10.5897/AJBM10.1558.
- Lumineau, Fabrice, and Oliver Schilke. "Trust Development Across Levels of Analysis: An Embedded-Agency Perspective." *Journal of Trust Research*, vol. 8, no. 2, 2018, pp. 238–248. doi:10.1080/21515581.2018.1531766.
- Madero Gómez, Sergio, Oscar Eliud Ortiz Mendoza, Jacobo Ramírez, and Miguel R. Olivas-Luján. "Stress and Myths Related to the COVID-19 Pandemic's Effects on Remote Work." *Management Research*, vol. 18, no. 4, 2020, pp. 401–420. doi:10.1108/MRJIAM-06-2020-1065.
- De Massis, Alfredo, David Audretsch, Lorraine Uhlaner, and Nadine Kammerlander. "Innovation with Limited Resources: Management Lessons from the German Mittelstand." *Journal of Product Innovation Management*, vol. 35, no. 1, 2018, pp. 125–146. doi:10.1111/jpim.12373.
- Macey, W. H., and B. Schneider. *Industrial and Organizational Psychology*, 2008.
- Mael, F. A. "Alumni and Their Alma Mater: A Partial Test of the Reformulated Model of Organizational Identification." *Journal of Organizational Behavior*, 1992, pp. 103-123.
- Mayer, Roger C., et al. "Model of Trust." 20 (3): 709-34, 2012.
- Napitupulu, Darmawan, Jimmy Abdel Kadar, and Rahmi Kartika Jati. "Validity Testing of Technology Acceptance Model Based on Factor Analysis Approach." *Indonesian Journal of Electrical Engineering and Computer Science*, vol. 5, no. 3, 2017, pp. 697-704. doi:10.11591/ijeecs.v5.i3.pp697-704.
- Navarro-Abal, Yolanda, et al. "Psychological Coping with Job Loss: Empirical Study to Contribute to the Development of Unemployed People." *International Journal of Environmental Research and Public Health*, vol. 15, no. 8, 2018, pp. 1- 11. doi:10.3390/ijerph15081787.
- Newman, Sean A., et al. "Virtual Team Leader Communication: Employee Perception and Organizational Reality." *International Journal of Business Communication*, vol. 57, no. 4, 2020, pp. 452-73. doi:10.1177/2329488419829895.
- Ng, Thomas W. H. "The Incremental Validity of Organizational Commitment, Organizational Trust, and Organizational Identification." *Journal of Vocational Behavior*, vol. 88, 2015, pp. 154-63. doi:10.1016/j.jvb.2015.03.003.
- Neuman, W. L. "Workplace Relations: Enhancing Job Satisfaction through Positive Interpersonal Interactions." *Journal of Occupational and Organizational Psychology*, 2003, pp. 293-309.
- Ngo, H.-Y., et al. "Strategic Human Resource Management, Firm Performance, and Employee Relations Climate in China." *Human Resources Management*, 2008, pp. 73-90.
- Nguyen, P. V. "Leadership Styles and Job Satisfaction: A Comparative Study of Public and Private Sector Organizations." *Journal of Business Research*, 2019, pp. 72-8.

- Nijhof, A. d. "Trust and Team Dynamics: How Interpersonal Trust Enhances Team Performance." *Journal of Business Research*, 2022, pp. 205-216.
- Nugroho, L. B., and Prayekti, P. "Interpersonal Trust in Managers and Job Satisfaction," 2023.
- Ozturk, Anastasia, and Osman M. Karatepe. "Frontline Hotel Employees' Psychological Capital, Trust in Organization, and Their Effects on Nonattendance Intentions, Absenteeism, and Creative Performance." *Journal of Hospitality Marketing and Management*, vol. 28, no. 2, 2019, pp. 217-39. doi:10.1080/19368623.2018.1509250.
- Pang, Kelvin, and Chin Shan Lu. "Organizational Motivation, Employee Job Satisfaction and Organizational Performance: An Empirical Study of Container Shipping Companies in Taiwan." *Maritime Business Review*, vol. 3, no. 1, 2018, pp. 36-52. doi:10.1108/MABR-03-2018-0007.
- Profile, S. E. E. "Organizational Trust and Job Satisfaction: A Study on Hotels." *Society for Business and Management Dynamics*, vol. 4, Aug. 2014, pp. 12-28.
- Podsakoff, P. M. "Transformational Leader Behaviors and Their Effects on Followers' Trust in Leader, Satisfaction, and Organizational Citizenship Behaviors." *The Leadership Quarterly*, 1990a, pp. 107-142.
- Rich, G. A. "The Impact of Interpersonal Trust in Managers on Employee Relations: Evidence from the Sales Profession." *Journal of Personal Selling & Sales Management*, 1997, pp. 39-52.
- Rockstuhl, T., et al. "The Impact of Trust on the Effectiveness of Leadership: A Meta-Analysis." *Journal of Applied Psychology*, 2015, pp. 23-40.
- Roberts, James A., and Meredith E. David. "Boss Phubbing, Trust, Job Satisfaction and Employee Performance." *Personality and Individual Differences*, vol. 155, Oct. 2018, 109702. doi:10.1016/j.paid.2019.109702.
- Rose, Uwe, et al. "The Study on Mental Health at Work: Design and Sampling." *Scandinavian Journal of Public Health*, vol. 45, no. 6, 2017, pp. 584-94. doi:10.1177/1403494817707123.
- Schaubroeck, J. L. "Linking Social Capital and Workplace Outcomes: The Role of Interpersonal Trust and Social Support." *Journal of Applied Psychology*, 2018, pp. 571-585.
- Settoon, R. P., et al. "Social Exchange Relationships and Person-Environment Fit in Organizations." *Journal of Applied Psychology*, 2002, pp. 328-339.
- Sinval, Jorge, and João Marôco. "Short Index of Job Satisfaction: Validity Evidence from Portugal and Brazil." *PLOS ONE*, vol. 15, no. 4, 2020, pp. 1-21. doi:10.1371/journal.pone.0231474.
- Szeloch, M. "Zaufanie w Organizacji." *Prace Naukowe Instytutu Organizacji i Zarządzania Politechniki Wrocławskiej*, no. 71, 2001, pp. 230-33.
- Tan, Hwee Hoon. "Institutional Knowledge at Singapore Management University Toward the Differentiation of Trust in Supervisor and Trust in Organization." 2000, pp. 241-60.
- Tepper, B. J. "Consequences of Abusive Supervision." *Academy of Management Journal*, 2000, pp. 178-190.

- Tierney, P. F. "An Examination of the Relationship Between Developmental Relationships and Work Outcomes." *Journal of Applied Psychology*, 1999, pp. 227-236.
- Toscano, Ferdinando, and Salvatore Zappalà. "Social Isolation and Stress as Predictors of Productivity Perception and Remote Work Satisfaction during the COVID-19 Pandemic: The Role of Concern about the Virus in a Moderated Double Mediation." *Sustainability (Switzerland)*, vol. 12, no. 23, 2020, pp. 1-14. doi:10.3390/su12239804.
- Ursachi, George, Ioana Alexandra Horodnic, and Adriana Zait. "How Reliable Are Measurement Scales? External Factors with Indirect Influence on Reliability Estimators." *Procedia Economics and Finance*, vol. 20, 2015, pp. 679-86. doi:10.1016/S2212-5671(15)00123-9.
- Vanneste, Bart S. "From Interpersonal to Interorganisational Trust: The Role of Indirect Reciprocity." *Journal of Trust Research*, vol. 6, no. 1, 2016, pp. 7-36. doi:10.1080/21515581.2015.1108849.
- Voordt, V. d., Vrolijk, W., and Broek, T. "The Impact of Social Support from Colleagues on Employee Relations: A Study in High-Stress Work Environments." *International Journal of Human Resource Management*, 2023, pp. 233-250.
- Wang, Wendy, Leslie Albert, and Qin Sun. "Employee Isolation and Telecommuter Organizational Commitment." *Employee Relations*, vol. 42, no. 3, 2020, pp. 609-25. doi:10.1108/ER-06-2019-0246.
- Wang, H. Y. "The Impact of Interpersonal Trust in Colleagues Versus Managers on Job Satisfaction: A Comparative Study." *International Journal of Human Resource Management*, 2021, pp. 687-709.
- Wu, Jyh Jeng, Ying Hueih Chen, Shu Hua Chien, and Wei Kuang Wu. "Attachment Relationship Study of Trust and Trust Transfer." *Journal of Service Theory and Practice*, vol. 26, no. 5, 2016, pp. 681-95. doi:10.1108/JSTP-04-2015-0095.
- Xiong, L. L. "Trust in Managers as a Facilitator of Employee Support and Engagement: Implications for Employee Relations." *Journal of Organizational Behavior*, 2021, pp. 224-245.
- Yuan, Yang, Bo Feng, Fujun Lai, and Brian J. Collins. "The Role of Trust, Commitment, and Learning Orientation on Logistic Service Effectiveness." *Journal of Business Research*, vol. 93, March 2017, pp. 37-50. doi:10.1016/j.jbusres.2018.08.020.
- Ziegler, René, Britta Hagen, and Michael Diehl. "Relationship Between Job Satisfaction and Job Performance: Job Ambivalence as a Moderator." *Journal of Applied Social Psychology*, vol. 42, no. 8, 2012, pp. 2019-40. doi:10.1111/j.1559-1816.2012.00929.x.
- Zhao, Y., Zhang, Y., and Wang, Z. "The Role of Interpersonal Trust in Colleagues in Enhancing Employee Relations and Reducing Stress." *Journal of Workplace Behavior*, 2022, pp. 78-95.
- Zhou, H. W. "The Effects of Positive Employee Relations on Job Satisfaction: The Roles of Effective Communication and Teamwork." *Journal of Organizational Behavior*, 2020, pp. 535-550.