

The Effects of Transformational Leadership, Emotional Intelligence, and Teamwork on Employee Performance in Trust Mediation at PT. Adi Reka Mandiri

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Abstract

This study examines the effects of transformational leadership, emotional intelligence, and teamwork on employee performance, with trust as a mediating variable at PT Adi Reka Mandiri, an Indonesian manufacturing company. A quantitative research approach was employed, involving 140 employees selected through a saturated sampling technique. Data were collected using a questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4. The findings reveal that transformational leadership, emotional intelligence, and teamwork do not have significant direct effects on employee performance. Transformational leadership also does not significantly influence trust. However, emotional intelligence and teamwork have positive and significant effects on trust, while trust positively and significantly influences employee performance. Furthermore, trust mediates the relationships of emotional intelligence and teamwork with employee performance, whereas its mediating role in the relationship between transformational leadership and employee performance is not supported. These findings highlight the importance of emotional intelligence, teamwork, and trust in supporting employee performance in manufacturing organizations. The study contributes to human resource management by emphasizing trust as an important mechanism linking employees' emotional capabilities and collaborative work practices to performance outcomes.

Keywords:

Transformational Leadership; Emotional Intelligence; Teamwork; Trust; Employee Performance.

1. INTRODUCTION

In an increasingly competitive business environment, employee performance is a critical factor in organizational effectiveness and competitiveness, particularly in manufacturing companies. Organizations need to manage their human resources effectively to ensure that employees contribute to organizational goals. Employee performance reflects the extent to which employees fulfill their responsibilities and contribute to organizational objectives (Rahmawati et al., 2025). Therefore, identifying the factors associated with employee performance is essential for improving organizational effectiveness and sustaining competitiveness (Refansyah et al., 2023).

At PT Adi Reka Mandiri, employee performance has fluctuated throughout 2025, indicating a potential challenge in maintaining consistent performance. According to the company's Human Resources Department records, employee performance varied across the four quarters, as presented in Figure 1.

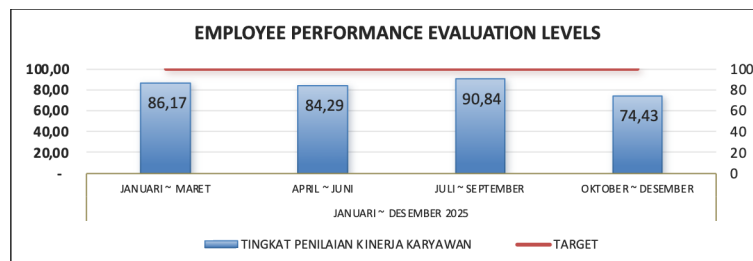


Figure 1. Employee Performance Rating Data, January–December 2025
(Source: PT Adi Reka Mandiri HR Data, 2026)

Figure 1, shows that the average employee performance rate was 86.17% in the first quarter, declined to 84.29% in the second quarter, increased to 90.84% in the third quarter, and subsequently decreased to 74.43% in the fourth quarter. The decline of 16.41 percentage points between the third and fourth quarters highlights a performance-related concern requiring further investigation.

Production output also fluctuated during the same period. Company records indicate that production reached its highest level in September at 18,560 units and its lowest level in October at 13,120 units. These variations provide additional operational context for examining employee performance, although production output may also be affected by factors other than employee performance.

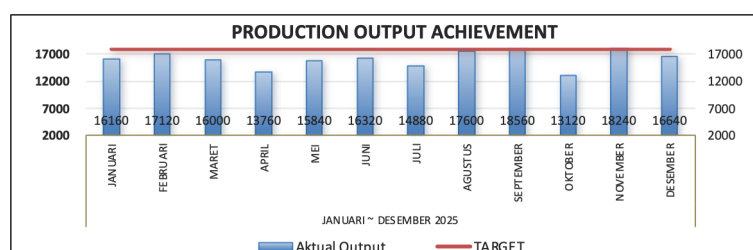


Figure 2. Production Output Data, January–December 2025
(Source: PT Adi Reka Mandiri Production Data for 2026)

Transformational leadership, emotional intelligence, and teamwork are three factors that may be associated with employee performance. Transformational leadership concerns leaders' ability to motivate employees and direct their efforts toward organizational objectives. Emotional intelligence refers to the ability to understand and regulate emotions and maintain constructive workplace relationships (Jeffry & Handayani, 2024). Teamwork emphasizes coordination, communication, mutual support, and shared responsibility in achieving organizational goals (Farizin et al., 2025). These factors may also be related to trust, which can facilitate cooperation and strengthen workplace relationships.

Differences in teamwork performance were also identified in the Quality Control (QC) Department at PT Adi Reka Mandiri. The company's records show average performance scores of 100% for Team 1, 87.18% for Team 2, and 74.36% for Team 3. These differences indicate variations in the recorded performance of the three teams and provide a further reason to investigate teamwork and employee performance.

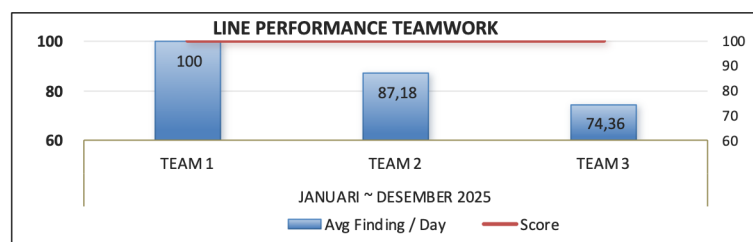


Figure 3. Team Line Performance Data, January–December 2025
(Source: PT Adi Reka Mandiri QC Data, 2026)

Previous studies have reported inconsistent findings regarding the relationships between transformational leadership, emotional intelligence, teamwork, and employee performance. Jana & Dwi, (2025) and Maulah et al., (2024) found that transformational leadership significantly influenced employee performance, whereas Zahra & Heru, (2024) and Shodik & Fereshti, (2025) reported insignificant direct effects. Similarly, Rizky et al., (2025) and Widagdo & Hidayanti, (2024) identified positive relationships between emotional intelligence and employee performance, while Ridwan et al., (2024) and Utama & Hasan, (2024) reported insignificant effects. Research on teamwork has also produced different results: Djandjan and Ahmad (2024) and Setyawan et al., (2021) reported positive effects, whereas Damayanti & Achmad, (2024) and Saharso et al., (2024) found

that teamwork did not significantly influence employee performance. These inconsistencies suggest that the relationships may vary across organizational contexts and warrant further empirical investigation.

Trust may help explain these relationships by facilitating cooperation, communication, and positive interpersonal interactions. Lee et al., (2022) examined leadership, emotional intelligence, trust, and job performance, highlighting the relevance of trust as a mediating mechanism. However, further investigation is needed to determine whether trust mediates the relationships of transformational leadership, emotional intelligence, and teamwork with employee performance in the context of PT Adi Reka Mandiri.

Accordingly, this study addresses the research gap by examining the direct effects of transformational leadership, emotional intelligence, and teamwork on employee performance and their indirect effects through trust. Its contribution lies in integrating these three predictors and trust within a single research model in an Indonesian manufacturing company. This study aims to provide empirical evidence regarding the role of trust in explaining employee performance and to offer practical insights for improving leadership practices, emotional competencies, teamwork, and workplace relationships at PT Adi Reka Mandiri.

2. RESEARCH METHOD

This study employs a quantitative research method. A quantitative approach is a method used to study a specific population or sample; data collection involves the use of research instruments, and data analysis is quantitative or statistical in nature, with the aim of testing a predetermined hypothesis. The research design used in this study is a path analysis design involving one mediating variable Trust (Z) that serves as an intermediate path to describe the effects of three independent variables: Transformational Leadership (X1), Emotional Intelligence (X2), Teamwork (X3), on one dependent variable, namely Employee Performance (Y). Path analysis, according to Sugiyono (2022), is an extension of regression and correlation analysis used to describe and analyze causal relationships between variables that share a common source.

The population used in this study consists of 140 employees of PT. Adi Reka Mandiri, located at Lippo Cikarang, Delta Silicon VI, Jl. Ramin 1 No. 6, Blok G6, Sukamahi, Cikarang Pusat, Bekasi Regency, West Java 17550. In this study, the sampling technique employed is saturated sampling, in which the entire population serves as the research sample. The questionnaire was distributed via Google Forms. A Likert scale with a range of 1 to 5 was used in the distributed questionnaire. The Likert measurement scale from 1 to 5 was used in the distributed questionnaires. The categories for each scale follow from (Sugiyono, 2019) namely:

- a. Score 5 represents strongly agree;
- b. Score 4 represents agree;
- c. Score 3 represents neutral;
- d. Score 2 represents disagree; and
- e. Score 1 represents strongly disagree

After the questionnaires were distributed, data analysis was carried out using the Structural Equation Modeling (SEM) analysis technique with PLS software to determine the relationship between the variables to be tested. Variables, operational definitions, indicators, measurement scales and reference sources can be seen in more detail in Table 1.

Table 1. Variables, operational definitionsm indicator and measurement scales

No	Variables and Sources	Operational Definitions	Indicators	Measurement Scales	
1	Kinerja Karyawan (Y) (Sutrisno, 2020) dan (Harahap et al., 2020)	The performance outcomes achieved by an individual or a group within an organization, in accordance with assigned authority and responsibilities, as part of the effort to achieve organizational goals properly, lawfully, and in compliance with ethical standards.	Consists of 5 indicators: 1. Work Quantity 2. Work Quality 3. Job Knowledge 4. Initiative/Creativity 5. Attendance/Discipline	Score 1 Strongly Disagree	Score 5 Strongly Agree
2	Kepemimpinan Transformasional (X1) (Stone <i>et al.</i> , 2004) (Baba <i>et al.</i> , 2019)	Transformational leadership describes the process by which a leader motivates followers to strive for organizational goals through charisma, inspirational motivation,	Consists of 5 indicators: 1. Idealized Influence 2. Inspirational Motivation 3. Individualized Consideration	Score 1 Strongly Disagree	Score 5 Strongly Agree

		intellectual stimulation, and/or individualized consideration.	4. Intellectual Stimulation 5. Individual Attention		
3	Kecerdasan Emosional (X2) (Goleman, 2006) dan (Nurhasanah, 2018)	A person's ability to manage their emotional life using intelligence, maintaining a balance between emotions and their expression through skills such as self-awareness, self-control, motivation, empathy, and social skills.	Consists of 5 indicators: 1. Recognizing One's Own Emotions 2. Managing One's Own Emotions 3. Self-Motivation 4. Recognizing Others' Emotions 5. Building Social Relationships	Score 1 Strongly Disagree	Score 5 Strongly Agree
4	Kerjasama Tim (X3) (Hoegl & Georg, 2012) dan (Shane dan Glinow, 2012)	A teamwork system supported by diverse expertise, clear goals, effective communication, and leadership to achieve performance outcomes superior to the capabilities of any single individual.	Consists of 5 indicators: 1. Communication 2. Coordination 3. Member Contribution 4. Mutual Support 5. Problem Solving (Efforts)	Score 1 Strongly Disagree	Score 5 Strongly Agree
5	Trust (Z) (Robbins, 2012)	Trust is a highly valuable asset in interpersonal relationships specifically, the confidence one person places in another yet it is a concept that may not be fully understood in the workplace.	Consists of 5 indicators: 1. Integrity 2. Competence 3. Consistency 4. Loyalty 5. Openness	Score 1 Strongly Disagree	Score 5 Strongly Agree

3. RESULTS AND DISCUSSION

3.1. Results

The data for this study were collected through questionnaires distributed to employees at various manufacturing companies. Initially, the data were processed in Microsoft Excel for clarity and preliminary evaluation. Subsequently, the analysis was conducted using SmartPLS 4. A crucial initial step involved thorough data verification to ensure the reliability of respondents' answers prior to statistical testing. This process included checking for missing values, identifying outliers, and assessing the consistency of responses all of which are essential for ensuring the validity of the study's findings.

Discriminant validity is a cross-loading value used to determine whether a construct has adequate discriminant validity. Discriminant validity can be assessed based on the Average Variance Extracted (AVE) value. Discriminant validity is considered achieved or valid if the AVE value is greater than 0.5, and it is considered invalid if the AVE value is less than 0.5. The test results are shown in the following table 2.

Table 2. Average Variance Extracted (AVE) Variable

Variable	Average Variance Extracted (AVE)	Information
Transformational Leadership	0.618	Valid
Emotional Intelligence	0.550	Valid
Teamwork	0.554	Valid
Trust	0.559	Valid
Employee Performance	0.609	Valid

Source: Data processed using SmartPLS 4 (version 4.0.9.9), 2026.

The Average Variance Extracted (AVE) for the Transformational Leadership variable (X1) was 0.618, for the Emotional Intelligence variable (X2) was 0.550, the Teamwork variable (X3) is 0.554, the Trust variable (Z) is 0.559, and the Employee Performance variable (Y) is 0.609. Based on the data in the table, the Average

Variance Extracted (AVE) exceeds 0.500, leading to the conclusion that the data obtained from each variable is valid.

The next data test conducted in this study was the reliability test. The reliability test was conducted on 140 study respondents, with the criteria for assessing reliability being an index that indicates the extent to which the indicators within each construct are able to measure the variables consistently and stably. The reliability test was conducted using several approaches, namely Cronbach's Alpha, Composite Reliability, rho-A, and Average Variance Extracted (AVE). Reliability is met if the Cronbach's Alpha or Composite Reliability, rho-A, is greater than 0.7 and the AVE is greater than 0.6 (Mulyanto & Wulandari, 2019). Data analysis was performed using SmartPLS 4 Version 4.0.9.9, yielding the following results Table 3.

Table 3. Reliability Test

Variable	Cronbach's alpha	Composite reliability (rho-a)	Composite reliability (rho-a)	Average Variance Extracted (AVE)
Transformational Leadership	0.932	0.946	0.942	0.618
Emotional Intelligence	0.910	0.914	0.924	0.550
Teamwork	0.911	0.914	0.926	0.554
Trust	0.912	0.913	0.927	0.559
Employee Performance	0.928	0.934	0.939	0.609

Source: Data processed using SmartPLS 4 (version 4.0.9.9), 2026.

Cronbach's Alpha is used to measure the internal consistency of indicators within a single construct. The Cronbach's Alpha values for all constructs range from 0.910 to 0.932, which means they exceed the threshold of 0.70 and indicate that all constructs have good internal consistency. Composite Reliability (rho_A) is used to assess construct reliability more accurately. The results show that all constructs have rho_A values ranging from 0.913 to 0.946, which means these constructs are considered reliable. Composite Reliability (rho_C) is a measure of the overall reliability of the construct. All rho_C values obtained ranged from 0.924 to 0.942, which are above the minimum value of 0.70; therefore, the construct meets the criteria for composite reliability. Average Variance Extracted (AVE) is used to measure convergent validity. The AVE values for all constructs range from 0.550 to 0.618, which exceeds the minimum threshold of 0.50. This indicates that the indicators within each construct account for more than 50% of the variance within their respective constructs.

The analysis was conducted using the bootstrapping approach in the SmartPLS 4.0.9.9 software. The significance criteria were set at a t-statistic value of ≥ 1.96 and a p-value of ≤ 0.05 .

Table 4. Direct Effect Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P Values
Transformational Leadership -> Employee Performance	0.006	0.009	0.066	0.094	0.925
Emotional Intelligence -> Employee Performance	0.095	0.096	0.113	0.839	0.401
Teamwork -> Employee Performance	0.164	0.160	0.124	1.319	0.187
Transformational Leadership -> Trust	0.015	0.017	0.069	0.219	0.827
Emotional Intelligence -> Trust	0.466	0.465	0.086	5.428	0.000
Teamwork -> Trust	0.401	0.405	0.081	4.972	0.000
Trust -> Employee Performance	0.579	0.586	0.112	5.158	0.000

Source: Data processed using SmartPLS 4 (version 4.0.9.9), 2026.

First Hypothesis: Transformational leadership does not have a significant effect on employee performance, as it yielded an original sample value of 0.006 with a T-statistic of 0.094 and a P-value of 0.925 which is greater than the α value ($0.925 > 0.05$). Therefore, the first hypothesis (H1) proposed that transformational leadership does not have a significant effect on employee performance is rejected. Second

Hypothesis: Emotional Intelligence does not have a significant effect on Employee Performance because it yielded an original sample value of 0.095 with a T-statistic of 0.839 and a P-value of 0.401, which is greater than the α value ($0.401 < 0.05$). Therefore, the second hypothesis (H2) that Emotional Intelligence does not have a significant effect on Employee Performance is rejected. Third Hypothesis: Teamwork does not have a significant effect on employee performance, as it yielded an original sample value of 0.164 with a T-statistic of 1.319 and a P-value of 0.187 which is greater than the α value ($0.187 < 0.05$). Therefore, the third hypothesis (H3) that teamwork does not have a significant effect on employee performance is rejected. Fourth Hypothesis: Transformational leadership does not have a significant effect on trust, as it yields an original sample value of 0.015 with a T-statistic of 0.219 and a P-value of 0.827 which is greater than the α value ($0.827 < 0.05$). Therefore, the fourth hypothesis (H4) that transformational leadership does not have a significant effect on trust is rejected. Fifth Hypothesis: Emotional Intelligence has a positive and significant effect on Trust, as evidenced by an original sample value of 0.466, a T-statistic of 5.428, and a P-value of 0.000 which is less than the α value ($0.000 < 0.05$). Therefore, the fifth hypothesis (H5) that Emotional Intelligence has a positive and significant effect on Trust is accepted. The Seventh Hypothesis: Trust has a positive and significant effect on employee performance, as evidenced by an original sample value of 0.579, a T-statistic of 5.158, and a P-value of 0.000 which is less than the α value ($0.000 < 0.05$). Therefore, the seventh hypothesis (H7) that trust has a positive and significant effect on employee performance is accepted.

In addition to examining direct effects, this study also investigates indirect effects or mediation through the Trust variable. The test for indirect effects was conducted to determine whether Trust mediates the relationship between other variables.

Table 5. Indirect Effect Test

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P Values
Transformational Leadership -> Trust -> Employee Performance	0.009	0.009	0.041	0.214	0.830
Emotional Intelligence -> Trust -> Employee Performance	0.270	0.276	0.085	3.189	0.001
Teamwork -> Trust -> Employee Performance	0.232	0.234	0.056	4.184	0.000

Source: Data processed using SmartPLS 4 (version 4.0.9.9), 2026.

Eighth Hypothesis: Transformational leadership does not have an indirect effect on employee performance through trust, as it yields an original sample value of 0.009, a T-statistic of 0.214, and a p-value of 0.830 (which is greater than α , i.e., $0.830 > 0.050$). Therefore, the eighth hypothesis (H8) stating that transformational leadership does not affect employee performance through trust is not accepted. Ninth Hypothesis: Emotional Intelligence has an indirect effect on Employee Performance through Trust, as it yields an original sample value of 0.270, a T-statistic of 3.189, and a P-value of 0.001 (which is less than α , i.e., $0.001 < 0.050$). Therefore, the ninth hypothesis (H9) stating that Emotional Intelligence has a significant positive effect on Employee Performance through Trust is accepted. Tenth Hypothesis: Teamwork has an indirect effect on employee performance through trust, as evidenced by an original sample value of 0.232, a T-statistic of 4.184, and a p-value of 0.000 (which is less than α , i.e., $0.000 < 0.050$). Therefore, the tenth hypothesis (H10) stating that teamwork has a significant positive effect on employee performance through trust is accepted.

3.2. Discussion

The findings provide insights into the relationships among transformational leadership, emotional intelligence, teamwork, trust, and employee performance at PT Adi Reka Mandiri. The results indicate that the relationships between organizational and behavioral factors and employee performance are not necessarily direct. Instead, trust appears to be an important mechanism connecting employees' emotional competencies and collaborative work practices with performance outcomes. These findings should be interpreted within the context of manufacturing operations, where employees are expected to maintain work accuracy, meet production targets, comply with quality standards, and coordinate with colleagues. The discussion below examines the findings by considering their statistical significance, possible contextual explanations, and implications for human resource management.

3.2.1. The Effect of Transformational Leadership on Employee Performance

The results indicate that transformational leadership does not have a statistically significant direct effect on employee performance ($\beta = 0.006$, $t = 0.094$, $p = 0.925$). Therefore, the hypothesis proposing a direct effect of transformational leadership on employee performance is not supported. The coefficient is positive but

extremely small, suggesting that the data provide insufficient evidence of a direct relationship between transformational leadership and employee performance in the present research model.

This finding may be understood in the context of manufacturing work, where employee performance is influenced by several operational requirements, including production schedules, standard operating procedures, quality control, technical competencies, and task accuracy. Inspirational motivation and individualized consideration may not be sufficient to improve performance if employees also face limitations in equipment availability, workload distribution, production planning, or access to the resources needed to complete their tasks. These are possible contextual explanations rather than factors directly tested in this study.

Another consideration is the distinction between employees' perceptions of leadership and the practical conditions under which they perform their work. Transformational leadership may encourage employees to pursue organizational objectives, but its influence on measurable performance may depend on whether leadership behaviors translate into clear work instructions, adequate support, problem-solving opportunities, and consistent performance management. In a manufacturing environment, employees may respond more directly to operational systems and immediate task requirements than to leadership inspiration alone.

The result is consistent with the findings attributed to Zahra & Heru, (2024) and Shodik & Fereshti, (2025), which report no significant direct effect of transformational leadership on employee performance in their respective research contexts. However, this result should not be interpreted as evidence that transformational leadership is unimportant. Rather, it suggests that its contribution to employee performance may depend on contextual conditions or mechanisms not captured by the direct relationship examined in this study.

For PT Adi Reka Mandiri, management may therefore need to complement transformational leadership with practical interventions, including clear performance standards, regular feedback, technical training, effective production planning, and timely resolution of operational obstacles. Future research could examine whether psychological safety, employee engagement, perceived organizational support, or access to work resources helps explain when transformational leadership translates into better employee performance.

3.2.2. The Effect of Emotional Intelligence on Employee Performance

The results show that emotional intelligence does not have a statistically significant direct effect on employee performance ($\beta = 0.095$, $t = 0.839$, $p = 0.401$). Consequently, the hypothesis proposing a direct effect is not supported. Although the coefficient is positive, the statistical evidence is insufficient to conclude that emotional intelligence directly predicts employee performance in this study.

One possible explanation concerns the nature of manufacturing work. Employees may require emotional regulation and interpersonal skills to manage pressure, resolve disagreements, and cooperate with colleagues. Nevertheless, performance may also depend heavily on technical knowledge, production procedures, work experience, equipment conditions, and compliance with quality standards. Emotional intelligence may help employees manage workplace interactions without necessarily producing an immediate or measurable improvement in task output.

The findings also suggest that the contribution of emotional intelligence may operate through interpersonal mechanisms rather than through a direct relationship with performance. Employees who can understand and regulate their emotions may be better equipped to communicate constructively, manage conflict, and develop confidence in their working relationships. These interpersonal benefits may be particularly relevant when employees depend on supervisors and colleagues to complete interrelated production tasks.

The nonsignificant direct effect differs from findings reported by Rizky et al., (2025) and Widagdo & Hidayanti, (2024), which identify positive relationships between emotional intelligence and employee performance. However, it is consistent with the findings attributed to Ridwan et al., (2024) and Utama & Hasan, (2024), which report nonsignificant direct relationships in their respective research contexts. These differences may reflect variations in industry, job requirements, employee characteristics, measurement approaches, and the other variables included in each research model.

For PT Adi Reka Mandiri, emotional intelligence development may be more useful when integrated with communication training, conflict management, supervisor support, and collaborative work practices. Nevertheless, the current results do not establish that these interventions would improve performance. Such implications should be evaluated through further research, particularly research that examines whether emotional intelligence improves performance indirectly through trust and other workplace mechanisms.

3.2.3. The Effect of Teamwork on Employee Performance

The findings indicate that teamwork does not have a statistically significant direct effect on employee performance ($\beta = 0.164$, $t = 1.319$, $p = 0.187$). Thus, the hypothesis proposing a direct effect is not supported. Although the estimated coefficient is positive, the results do not provide sufficient statistical evidence of a direct relationship between teamwork and employee performance in the present sample.

This finding is particularly relevant to manufacturing organizations because teamwork is often necessary to coordinate production activities, exchange information, maintain quality standards, and resolve operational problems. However, the existence of teamwork does not automatically guarantee effective collaboration or

improved individual performance. Team members may work together while still experiencing unclear responsibilities, unequal workloads, communication difficulties, or differences in their technical capabilities.

The QC records at PT Adi Reka Mandiri indicate differences in average team performance, with Team 1 recording 100%, Team 2 recording 87.18%, and Team 3 recording 74.36%. These differences provide a contextual indication that team outcomes are not uniform. Nevertheless, the descriptive scores alone cannot establish that differences in teamwork caused differences in performance. Team size, task complexity, audit criteria, experience, workload, and resource availability may also contribute to variations in the recorded outcomes.

The nonsignificant direct effect is consistent with findings attributed to Damayanti & Achmad, (2024) and Saharso et al., (2024), which indicate that teamwork does not always have a statistically significant relationship with employee performance. In contrast, Djandjan and Ahmad (2024) and Setyawan et al., (2021) report positive relationships between teamwork and employee performance. These differences suggest that the effectiveness of teamwork may depend on how collaboration is organized and whether team members have sufficient trust, clear responsibilities, and the resources required to perform their tasks.

For PT Adi Reka Mandiri, strengthening teamwork should therefore involve more than encouraging employees to collaborate. Management may need to clarify individual and collective responsibilities, establish effective communication procedures, conduct regular QC evaluations, and ensure that team members can raise operational problems without fear of blame. These practices represent potential managerial responses to the observed context, although their effects require separate evaluation.

3.2.4. The Effect of Transformational Leadership on Trust

The results indicate that transformational leadership does not have a statistically significant effect on trust ($\beta = 0.015$, $t = 0.219$, $p = 0.827$). Therefore, the hypothesis proposing a relationship between transformational leadership and trust is not supported. The coefficient is close to zero, indicating that the study does not identify a meaningful relationship between these constructs within the estimated model.

This finding may reflect a distinction between inspirational leadership and the behaviors employees use to evaluate whether a leader can be trusted. In manufacturing environments, trust may develop through consistent decision-making, fair treatment, reliable communication, competence in resolving operational problems, and the fulfillment of commitments. Employees may appreciate a leader's vision and motivation but may not necessarily develop greater trust unless those messages are supported by consistent actions.

The finding may also be related to the operational characteristics of employees' work. When employees depend on supervisors for work instructions, production decisions, quality approval, and problem resolution, their trust may be shaped by the perceived fairness and reliability of these day-to-day interactions. Transformational leadership measured as a general leadership style may not fully capture these specific behaviors.

The result is consistent with findings attributed to Fridawati & Nugrohoseno, (2021), which report no significant effect of transformational leadership on trust. However, the present result should not be generalized to all organizations. Differences in leadership practices, organizational culture, communication systems, and employee expectations may influence the relationship between transformational leadership and trust.

For management at PT Adi Reka Mandiri, the findings suggest that communicating an inspiring vision should be complemented by transparent decision-making, consistency between promises and actions, fair treatment, and timely responses to employee concerns. Future studies could distinguish between transformational leadership as a broad leadership construct and specific trust-building behaviors to determine which aspects are most relevant to employees' trust.

3.2.5. The Effect of Emotional Intelligence on Trust

The findings demonstrate that emotional intelligence has a positive and statistically significant effect on trust ($\beta = 0.466$, $t = 5.428$, $p < 0.001$). The hypothesis is therefore supported. Among the relationships examined between the independent variables and trust, emotional intelligence shows a substantial positive coefficient, suggesting that higher emotional intelligence is associated with higher trust in the present model.

This relationship may be understood through employees' everyday interpersonal interactions. Employees who can recognize and regulate their emotions may be better able to respond constructively to disagreements, understand colleagues' perspectives, and communicate concerns without unnecessarily escalating conflict. Such behaviors may help create more predictable and supportive working relationships, which can strengthen trust.

In a manufacturing environment, these capabilities may be particularly relevant when employees must coordinate interdependent tasks, report quality problems, respond to production delays, or communicate errors. If employees can discuss problems constructively, colleagues and supervisors may be more willing to exchange information and cooperate. Conversely, uncontrolled emotional reactions may discourage employees from raising concerns or acknowledging mistakes. These contextual mechanisms are plausible explanations for the observed relationship, although the study did not directly measure each of them.

The result is consistent with the findings attributed to Atmapratiwi et al., (2024) and Lee et al., (2022), which report a positive relationship between emotional intelligence and trust-related outcomes. It supports the

interpretation that emotional intelligence may be relevant not only to employees' individual functioning but also to the quality of workplace relationships.

For PT Adi Reka Mandiri, the findings suggest that emotional intelligence development may be considered alongside initiatives designed to improve communication, interpersonal conflict resolution, and constructive feedback. Such initiatives may be especially relevant for supervisors and QC personnel whose responsibilities involve communicating performance problems and coordinating corrective actions. However, the results establish an association within the estimated model, not proof that training in emotional intelligence will necessarily increase trust.

3.2.6. The Effect of Teamwork on Trust

The results indicate that teamwork has a positive and statistically significant effect on trust ($\beta = 0.401$, $t = 4.972$, $p < 0.001$). Accordingly, the hypothesis is supported. The findings suggest that more effective teamwork is associated with higher trust within the organizational context examined.

This relationship is understandable in manufacturing operations, where employees frequently depend on colleagues to complete tasks, exchange information, maintain production continuity, and meet quality requirements. When team members communicate clearly, fulfill their responsibilities, and provide reliable assistance, they create repeated opportunities to demonstrate dependability. Over time, these interactions may strengthen confidence among employees and support trust within the team.

The QC findings provide a relevant organizational context. The differences in the recorded performance scores of Teams 1, Team 2, and Team 3 indicate that the teams do not achieve identical outcomes. Although these differences cannot be attributed exclusively to teamwork, they highlight the importance of examining how teams coordinate their work, share responsibility, and respond to operational problems. Effective teamwork may support trust when members can rely on one another to communicate problems and complete assigned tasks.

The results are consistent with research cited in the original manuscript indicating that trust is relevant to effective teamwork and that teamwork may be positively associated with trust-related outcomes (Atmapratiwi et al., 2024); Eva et al., 2024). The findings also reinforce the distinction between teamwork and trust: teamwork describes collaborative work practices, whereas trust concerns employees' confidence in the reliability and behavior of others.

For PT Adi Reka Mandiri, management may consider clarifying team responsibilities, improving shift-to-shift communication, conducting joint problem-solving sessions, and establishing consistent procedures for reporting QC findings. Such practices may create opportunities for employees to demonstrate reliability and strengthen working relationships. The present study, however, does not directly test the effectiveness of these specific interventions.

3.2.7. The Effect of Trust on Employee Performance

The results demonstrate that trust has a positive and statistically significant effect on employee performance ($\beta = 0.579$, $t = 5.158$, $p < 0.001$). The hypothesis is supported. The positive coefficient indicates that higher trust is associated with higher employee performance in the estimated model. Among the direct relationships examined with employee performance as the outcome, trust has the largest reported coefficient.

This finding highlights the potential importance of workplace relationships in manufacturing operations. Employees who trust their supervisors and colleagues may be more willing to exchange relevant information, seek assistance, report operational problems, and coordinate tasks. These behaviors may help reduce uncertainty and support the completion of interdependent work activities. Trust may also create conditions in which employees can communicate errors and quality concerns more openly, allowing problems to be addressed before they disrupt the wider production process.

In the context of PT Adi Reka Mandiri, where the internal records show fluctuations in employee performance and production output, trust may be relevant to the coordination required to maintain operational consistency. However, the observed quarterly performance and production fluctuations do not independently demonstrate that low trust caused lower performance. The statistical relationship identified by the research model provides evidence of an association between trust and employee performance, while the specific operational mechanisms require further investigation.

The finding is consistent with the research attributed to Arbaan & Addury, (2022), which reports a positive and significant relationship between trust and employee performance. It also aligns with Lee et al., (2022), which examines trust in a model involving leadership-related variables and job performance. Differences between studies may arise from organizational context, the type of trust measured, the nature of employees' responsibilities, and the other variables included in the model.

The relatively strong coefficient suggests that management should pay attention to the quality of workplace relationships as part of employee performance management. Potential practices include transparent performance evaluations, consistent application of workplace rules, timely feedback, fair allocation of responsibilities, and reliable communication between supervisors and employees. These practices are managerial implications rather than interventions whose effectiveness has been established by the present study.

3.2.8. The Mediating Role of Trust in the Relationship Between Transformational Leadership and Employee Performance

The results indicate that trust does not significantly mediate the relationship between transformational leadership and employee performance ($\beta = 0.009$, $t = 0.214$, $p = 0.830$). The indirect effect is not statistically significant, and the mediation hypothesis is therefore not supported.

This finding is consistent with the two relevant nonsignificant paths in the estimated model: transformational leadership does not significantly predict trust, and its direct relationship with employee performance is also nonsignificant. Although trust has a significant positive relationship with employee performance, this alone is insufficient to establish mediation. A mediation effect requires evidence that the indirect pathway itself is statistically significant.

One possible contextual explanation is that employees may evaluate transformational leadership differently from the behaviors that establish trust in their daily work. Inspirational communication and motivation may be perceived positively but may not necessarily alter employees' confidence in management if operational decisions, workload allocation, feedback, and problem resolution are not perceived as consistent or reliable. In manufacturing environments, trust may depend on specific experiences with supervisors rather than on general perceptions of leadership style alone.

The findings indicate that transformational leadership should not automatically be assumed to improve employee performance through trust. This does not mean that transformational leadership is ineffective in all circumstances. Rather, the present data do not support the proposed indirect relationship at PT Adi Reka Mandiri. Future research could examine whether other mechanisms, such as psychological safety, employee engagement, perceived organizational support, or leadership credibility, explain how leadership may relate to performance in manufacturing settings.

3.2.9. The Mediating Role of Trust in the Relationship Between Emotional Intelligence and Employee Performance

The results show that trust significantly mediates the relationship between emotional intelligence and employee performance ($\beta = 0.270$, $t = 3.189$, $p = 0.001$). The indirect effect is positive and statistically significant, so the mediation hypothesis is supported. This finding is particularly important because emotional intelligence does not have a statistically significant direct effect on employee performance, while its relationship with trust is positive and significant.

The pattern is consistent with an indirect-only mediation result: the indirect effect through trust is statistically significant, whereas the direct effect of emotional intelligence on employee performance is not significant. This interpretation applies to the estimated model and does not imply that trust is the only possible mechanism through which emotional intelligence may be associated with performance.

Contextually, emotional intelligence may be more relevant to the quality of interpersonal relationships than to immediate task output. Employees may use emotional awareness and regulation to communicate more effectively, manage disagreements, and respond constructively to feedback. These behaviors may help establish trust, which in turn may support the cooperation and information sharing needed to perform manufacturing tasks effectively.

For example, employees who can discuss quality problems without reacting defensively may make it easier for colleagues to share information and coordinate corrective actions. Similarly, employees who can manage frustration during periods of production pressure may be better able to maintain constructive working relationships. These examples illustrate plausible pathways consistent with the findings; they were not independently measured in this study.

The result is consistent with research cited in the original manuscript that links emotional intelligence with trust and trust with employee performance (Atmapratiwi et al., 2024); Lee et al., 2022; Afriani & Yuliharsi, 2023; Purwiyanto & Adi., 2023). The present study extends this perspective by testing the indirect relationship within a manufacturing company.

For management at PT Adi Reka Mandiri, the results suggest that employee development initiatives may need to address both emotional competencies and the quality of workplace relationships. Training in emotional regulation, constructive feedback, and conflict management could be considered alongside practices that promote fair treatment and reliable communication. Nevertheless, the study does not establish that these specific interventions will cause improvements in trust or performance; their effects would need to be evaluated separately.

3.2.10. The Mediating Role of Trust in the Relationship Between Teamwork and Employee Performance

The findings indicate that trust significantly mediates the relationship between teamwork and employee performance ($\beta = 0.232$, $t = 4.184$, $p < 0.001$). The indirect effect is positive and statistically significant, so the mediation hypothesis is supported. This result occurs even though the direct effect of teamwork on employee performance is not statistically significant.

The findings therefore support an indirect-only mediation interpretation within the estimated model: teamwork is significantly associated with trust, and trust is significantly associated with employee

performance, while the direct relationship between teamwork and employee performance is nonsignificant. The result suggests that collaborative work practices may be more closely associated with employee performance when considered alongside the trust that develops within workplace relationships.

In manufacturing operations, teamwork often requires employees to depend on colleagues for accurate information, timely task completion, and coordinated responses to production or quality problems. However, working together does not necessarily guarantee that team members trust one another. If employees are reluctant to report mistakes, share concerns, or rely on colleagues, coordination may remain ineffective even when tasks are formally organized as team responsibilities. Trust may therefore help explain why teamwork is associated with employee performance through an indirect pathway.

The QC data provide a relevant context for this interpretation because the recorded performance scores differ across the three teams. Nevertheless, these scores do not establish that trust accounts for the differences between teams. Additional information about team composition, work assignments, task complexity, communication practices, and operational constraints would be required to investigate that possibility directly.

The result is consistent with the studies cited in the original manuscript that emphasize the relevance of teamwork, trust, and employee performance (Amin et al., 2024; Agustina et al., 2024; Eva et al., 2024). However, the present finding contributes a more specific result by showing that the indirect relationship between teamwork and employee performance through trust is statistically significant in the estimated model at PT Adi Reka Mandiri.

From a managerial perspective, the company may benefit from combining teamwork initiatives with practices that build trust, such as clear responsibility allocation, reliable information sharing, consistent responses to QC findings, and fair treatment of team members. These measures may help employees develop confidence in one another while coordinating their tasks. Further research could test whether specific trust-building practices improve teamwork effectiveness and employee performance over time.

Overall, the findings indicate that trust is an important variable in the employee performance model examined in this study. Trust significantly mediates the relationships of emotional intelligence and teamwork with employee performance, but it does not mediate the relationship between transformational leadership and employee performance. These differences suggest that the relationships between organizational and behavioral factors and employee performance may depend on the mechanisms connecting them. For PT Adi Reka Mandiri, the findings support giving attention to emotional competencies, collaborative work practices, and workplace trust while recognizing that employee performance may also depend on operational and organizational conditions that were not directly examined in this research.

4. CONCLUSION

This study examined the effects of transformational leadership, emotional intelligence, and teamwork on employee performance, with trust as a mediating variable at PT Adi Reka Mandiri. The results indicate that transformational leadership, emotional intelligence, and teamwork do not have statistically significant direct effects on employee performance. Transformational leadership also does not have a significant effect on trust. However, emotional intelligence and teamwork have positive and significant effects on trust, while trust has a positive and significant effect on employee performance.

Regarding the mediating relationships, trust does not significantly mediate the relationship between transformational leadership and employee performance. In contrast, trust significantly mediates the relationships between emotional intelligence and employee performance and between teamwork and employee performance. These findings indicate that emotional intelligence and teamwork may contribute to employee performance indirectly by strengthening trust in the workplace.

The practical implications emphasize the importance of developing consistent leadership practices, improving employees' emotional intelligence, and strengthening team dynamics. Management should encourage open communication, provide constructive feedback, clarify individual and team responsibilities, promote collaborative problem-solving, and apply workplace policies fairly and consistently. In addition, trust should be incorporated into daily management practices by fostering reliability, transparency, mutual respect, and accountability among employees and supervisors.

Overall, this study highlights the role of trust as an important mechanism linking emotional intelligence and teamwork with employee performance at PT Adi Reka Mandiri. The findings suggest that employee performance improvement should not rely solely on leadership approaches or teamwork initiatives, but should also focus on creating a trustworthy and collaborative work environment. However, because this study was conducted in a single company using cross-sectional data, the findings should be interpreted within the research context. Future research could examine additional organizational factors and involve employees from multiple manufacturing companies to improve the generalizability of the findings.

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