The Mediating Role of Transformational Leadership in the Relationship between Supervisory Trust, Interpersonal Communication, and Job Satisfaction: A Conceptual Analysis

Devitamalia Angela Anjas Putri

Master of Management Study Program, Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia
devita0611@gmail.com

Abstract. Job satisfaction is an important factor influencing the effectiveness of personnel working in the Medical and Health Division (BIDDOKKES) of the Yogyakarta Regional Police (Polda DIY), where employees are required to perform under demanding operational and professional conditions. Previous studies have highlighted the importance of leadership and interpersonal relationships in shaping employee attitudes; however, the process through which these factors contribute to job satisfaction within police healthcare organizations remains insufficiently explained. Drawing upon Social Exchange Theory, this conceptual study develops a framework examining the relationships among Trust in Supervisor, Interpersonal Communication, Transformational Leadership, and Job Satisfaction. The proposed framework suggests that transformational leadership explains how trust in supervisors and effective interpersonal communication contribute to higher levels of job satisfaction. Leaders who demonstrate idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration are expected to strengthen employees' trust, improve communication quality, and foster a more supportive work environment. The study contributes to the literature by presenting a conceptual framework that may serve as a foundation for future empirical research on leadership and job satisfaction in police healthcare organizations.

Keywords: BIDDOKKES Polda DIY, Interpersonal Communication, Job Satisfaction, Transformational Leadership, Trust in Supervisor

1 Introduction

Job satisfaction remains one of the most widely discussed topics in organizational behavior because it influences not only employees' psychological well-being but also their motivation, commitment, and work performance [1], [2]. In public organizations that provide healthcare services, maintaining a satisfied workforce is particularly important, as employees are expected to deliver consistent, responsive, and high-quality services under demanding working conditions [3]. These challenges are evident in the Medical and Health Division (BIDDOKKES) of the Yogyakarta Regional Police (Polda DIY), where healthcare personnel must balance professional medical responsibilities with the discipline and hierarchical structure that characterize police organizations. In such an environment, understanding the factors that shape job

© The Author(s) 2026
K. Chandra Kirana et al. (eds.), *Proceedings of the International Conference on Business, Economic, and Social Sustainability (ICOBES 2026)*, Advances in Economics, Business and Management Research 409,
https://doi.org/10.2991/978-94-6239-811-5_30

satisfaction is essential for sustaining both employee performance and organizational effectiveness.

Research has consistently demonstrated that job satisfaction develops through the interaction of organizational and interpersonal factors rather than from a single organizational practice. Among these factors, trust in supervisors has received considerable attention because it encourages employees to cooperate with management, accept organizational decisions, and remain committed to their duties [4], [5], [6]. Interpersonal communication also contributes to a supportive work environment by facilitating information exchange, reducing misunderstandings, and strengthening collaboration among colleagues [7], [8], [9]. Leadership represents another important element within this process. Employees tend to respond more positively when leaders provide inspiration, intellectual stimulation, individualized support, and a clear organizational vision, all of which are central characteristics of transformational leadership [10], [11] [12], [13]. Although these variables have frequently been associated with job satisfaction, they are commonly examined as separate constructs or in organizational contexts that differ substantially from police healthcare institutions.

This fragmented perspective leaves an important question unanswered. While previous studies have established that trust in supervisors, interpersonal communication, and transformational leadership each contribute to positive employee attitudes, less attention has been given to explaining how these factors operate together to influence job satisfaction within police healthcare organizations [14], [15]. This issue deserves further consideration because the organizational environment of police healthcare services combines professional healthcare responsibilities with formal authority, strict regulations, and a hierarchical command structure. Under these conditions, leadership may become the mechanism through which supportive workplace relationships are translated into positive employee attitudes.

The present study addresses this issue by adopting Social Exchange Theory as its theoretical foundation [16]. The theory suggests that employees are inclined to reciprocate favorable treatment received from their organization and supervisors through positive work attitudes. Trustworthy supervisors, open communication, and transformational leadership therefore represent complementary forms of social exchange that can strengthen employees' perceptions of organizational support and ultimately enhance their job satisfaction. Viewing these variables as interconnected rather than independent offers a broader understanding of the processes underlying employee attitudes.

Based on these considerations, this conceptual study develops a framework linking Trust in Supervisor, Interpersonal Communication, Transformational Leadership, and Job Satisfaction in the context of BIDDOKKES Polda DIY. Rather than treating transformational leadership solely as a direct predictor of job satisfaction, the framework positions it as an explanatory mechanism that connects workplace relationships with employee attitudes. The framework is expected to serve as a useful reference for future empirical studies while extending current discussions on organizational behavior in police healthcare institutions.

2 Literature Review

2.1 Conceptualizing Job Satisfaction

Job satisfaction has been extensively discussed in organizational behavior as one of the key attitudes influencing individual and organizational outcomes. Although scholars offer different definitions, there is broad agreement that job satisfaction reflects employees' overall evaluation of their work experiences and the extent to which their expectations are fulfilled [14], [15], [16]. This evaluation encompasses not only tangible aspects of work, such as compensation and promotion opportunities, but also psychological experiences, including recognition, meaningful work, and relationships within the workplace. Consequently, job satisfaction represents both an emotional response and a cognitive assessment of employees' work environment.

The literature further suggests that job satisfaction is shaped by a combination of organizational practices and interpersonal experiences. Financial rewards remain an important consideration; however, employees' perceptions are also influenced by the quality of supervision, workplace communication, opportunities for professional development, and the overall organizational climate [13], [17], [18]. These factors rarely operate independently. Instead, they interact to create a work environment that encourages employees to feel valued, supported, and motivated to perform their responsibilities. Such conditions are particularly important in healthcare organizations, where effective collaboration and sustained employee commitment directly affect service quality and organizational performance [14], [15], [16].

Within the context of police healthcare organizations, maintaining job satisfaction presents additional challenges because employees are expected to meet professional healthcare standards while complying with the formal procedures and hierarchical structure of law enforcement institutions. This organizational setting highlights the importance of creating supportive working conditions that balance operational discipline with employees' professional and psychological needs. Understanding job satisfaction from this perspective provides a more comprehensive basis for examining employee attitudes within BIDDOKKES Polda DIY.

For the purposes of this conceptual study, job satisfaction is represented using the dimensions proposed [19], namely the work itself, pay, promotion opportunities, supervision, and co-workers. These dimensions were selected because they capture both intrinsic and extrinsic aspects of employees' work experiences and are consistent with the organizational characteristics of BIDDOKKES Polda DIY. They also provide a suitable conceptual foundation for future empirical research examining employee job satisfaction in police healthcare organizations.

2.2 Trust In Supervisor

Trust in supervisors has received considerable attention in organizational behavior because it influences how employees perceive leadership and respond to managerial decisions. In general, trust reflects employees' confidence that their supervisors possess the integrity, competence, fairness, and genuine concern needed to guide them effectively [19], [20]. When such confidence is established, employees are more willing to cooperate, accept organizational decisions, and maintain constructive working relationships. As a result, trust in supervisors has become an important factor

in explaining a wide range of employee attitudes and organizational outcomes [19], [20], [22].

The literature suggests that trust develops through consistent interactions rather than through formal authority alone. Supervisors who demonstrate honesty, professional competence, and fairness are more likely to earn employees' confidence and encourage positive workplace behaviors [22], [23] A trusting relationship also promotes open communication, facilitates the exchange of ideas, and reduces uncertainty when employees face work-related challenges. These conditions create a more supportive organizational climate in which employees feel comfortable seeking guidance, sharing information, and working collaboratively to achieve organizational goals.

Within the context of police healthcare organizations, trust in supervisors is particularly important because employees operate within a formal hierarchy while providing professional healthcare services. Supervisors are therefore expected not only to enforce organizational regulations but also to provide guidance, support, and fair treatment. In this study, trust in supervisors is represented using dimensions identified in previous research [22], namely supervisor integrity, competence, consistency, fairness, and concern for employee welfare. These dimensions capture the essential characteristics of supervisory trust and provide an appropriate basis for future empirical research in BIDDOKKES Polda DIY.

2.3 Interpersonal Communication

Interpersonal communication is widely recognized as a fundamental process that enables individuals to exchange information, ideas, and feelings in ways that promote mutual understanding within organizations [24], [25] Through effective communication, employees coordinate work activities, clarify expectations, and resolve misunderstandings that may arise during daily operations. Beyond facilitating the flow of information, interpersonal communication helps establish positive working relationships, strengthens trust among organizational members, and supports a collaborative work environment [23], [24], [25].

The organizational behavior literature suggests that effective interpersonal communication extends beyond the simple exchange of messages. It encourages employees to share knowledge, express ideas, and participate in joint problem-solving, all of which contribute to improved individual and team performance [26], [27]. Open communication also reduces the likelihood of interpersonal conflict by creating opportunities for discussion, feedback, and mutual understanding. As communication becomes more transparent and supportive, employees are more likely to cooperate with colleagues, coordinate their responsibilities effectively, and contribute to organizational objectives.

Within police healthcare organizations, interpersonal communication plays a particularly important role because service delivery depends on close coordination among personnel from different professional backgrounds. The exchange of accurate information and constructive feedback is essential for maintaining service quality while ensuring effective teamwork in a structured organizational environment. In this study, interpersonal communication is represented using the dimensions identified in previous research [26], namely openness, empathy, supportiveness, positiveness, and equality. These dimensions reflect the quality of workplace interactions and provide an

appropriate conceptual basis for future empirical research within BIDDOKKES Polda DIY.

2.4 Transformational Leadership

Transformational leadership has been widely acknowledged as one of the most influential leadership approaches for promoting positive employee attitudes and organizational performance [28], [29]. Rather than relying solely on formal authority, transformational leaders encourage employees by communicating a compelling vision, fostering trust, supporting professional growth, and motivating them to achieve goals beyond minimum job requirements. This leadership approach strengthens employees' sense of purpose while creating a work environment that encourages commitment, collaboration, and continuous improvement [28], [29], [30].

Research in organizational behavior consistently demonstrates that transformational leadership influences employee attitudes through both motivational and relational processes. Employees who perceive their leaders as supportive, inspirational, and responsive to individual needs are generally more willing to embrace organizational change, contribute ideas, and participate in collaborative problem-solving [30], [31]. From the perspective of Social Exchange Theory, these positive leadership behaviors encourage reciprocal responses from employees. When employees experience support, respect, and recognition from their leaders, they are more likely to reciprocate through stronger commitment, higher work engagement, and greater job satisfaction. This reciprocal exchange explains why transformational leadership is frequently associated with favorable organizational outcomes.

The relevance of transformational leadership is particularly evident in police healthcare organizations, where leaders are expected to balance operational discipline with employee development and high-quality healthcare services. In such settings, leadership extends beyond directing daily activities to fostering cooperation, maintaining morale, and supporting professional performance under demanding conditions. This study adopts the transformational leadership dimensions proposed by Bass and Avolio [31], namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These dimensions provide a comprehensive framework for understanding transformational leadership and are considered appropriate for future empirical research within BIDDOKKES Polda DIY.

3 Methodology

This study adopts a conceptual research approach to examine the relationships among trust in supervisor, interpersonal communication, transformational leadership, and job satisfaction. Unlike empirical studies that rely on primary data, conceptual research develops theoretical explanations by critically reviewing and synthesizing existing literature [32]. This approach is particularly appropriate for identifying conceptual relationships, clarifying theoretical arguments, and proposing directions for future empirical investigation. According to [33], conceptual reviews play an important role in advancing theory by integrating findings from previous studies, identifying unresolved issues, and developing new perspectives that can be examined empirically. Guided by this approach, the present study reviews relevant literature on organizational behavior, leadership, communication, and job satisfaction to establish a coherent

conceptual framework. The literature was selected based on its relevance to the study variables and its contribution to explaining the proposed relationships. The conceptual framework developed in this study serves as a theoretical foundation for future empirical research within the Medical and Health Division (BIDDOKKES) of Polda DIY. Specifically, the study addresses three research questions: (1) To what extent do trust in supervisor and interpersonal communication influence transformational leadership? (2) How do trust in supervisor, interpersonal communication, and transformational leadership affect employees' job satisfaction? and (3) Does transformational leadership mediate the relationships between trust in supervisor, interpersonal communication, and job satisfaction?

4 Results & Discussion

4.1 The Influence of Trust in Supervisor on Transformational Leadership

Trust in supervisors is considered an important prerequisite for the successful implementation of transformational leadership because it shapes employees' willingness to accept guidance, organizational change, and managerial decisions [24], [26]. Employees are more likely to respond positively to leadership when they believe that their supervisors are competent, fair, and genuinely concerned about their well-being. In this situation, trust becomes more than an interpersonal relationship; it establishes the psychological conditions that allow transformational leadership behaviors to be accepted and internalized by employees.

Previous studies indicate that supervisory trust strengthens the effectiveness of transformational leadership by encouraging open communication, cooperation, and active employee participation decisions [24], [26]. Employees who trust their supervisors are generally more willing to exchange ideas, seek feedback, and become involved in organizational initiatives. These interactions enable leaders to demonstrate transformational behaviors more effectively through inspirational motivation, individualized consideration, intellectual stimulation, and idealized influence. Rather than relying solely on formal authority, transformational leaders build commitment by developing relationships characterized by mutual respect and credibility.

This relationship can also be interpreted through the lens of Social Exchange Theory, which suggests that employees tend to reciprocate positive treatment received from their supervisors. When supervisors consistently demonstrate fairness, competence, and integrity, employees are more likely to respond with greater cooperation and openness toward leadership initiatives. Such reciprocal exchanges strengthen leader–employee relationships and create favorable conditions for transformational leadership to emerge within the organization.

The relevance of this relationship is particularly evident in the Medical and Health Division (BIDDOKKES) of Polda DIY, where healthcare services depend on close coordination among medical personnel, administrative staff, and operational police officers. In this organizational setting, supervisors who earn employees' trust are better positioned to inspire collaboration, encourage innovation, and guide personnel through demanding operational responsibilities. Drawing on the reviewed literature and the principles of Social Exchange Theory, this conceptual study therefore proposes that

trust in supervisors positively influences transformational leadership within police healthcare organizations [24], [26].

4.2 The Influence of Interpersonal Communication on Transformational Leadership

Interpersonal communication plays a central role in strengthening transformational leadership because effective leadership depends on meaningful interactions between leaders and employees. Open and respectful communication facilitates the exchange of information, clarifies work expectations, and promotes mutual understanding, enabling employees to participate more actively in organizational activities [28], [29]. Previous studies have shown that constructive communication enhances collaboration, encourages knowledge sharing, and supports collective problem-solving, thereby creating favorable conditions for transformational leadership to emerge [27], [28], [29]. From the perspective of Social Exchange Theory, these positive interactions represent reciprocal exchanges through which employees respond to supportive communication with greater trust, cooperation, and commitment. Such reciprocal relationships enable leaders to inspire employees, encourage innovation, and strengthen participation in organizational change. This relationship is particularly relevant within the Medical and Health Division (BIDDOKKES) of Polda DIY, where healthcare services rely on continuous coordination among medical personnel, administrative staff, and operational police officers. In this context, effective interpersonal communication not only improves coordination and minimizes misunderstandings but also reinforces leader–employee relationships that facilitate transformational leadership. Therefore, based on the reviewed literature and Social Exchange Theory, this conceptual study proposes that interpersonal communication positively influences transformational leadership within police healthcare organizations [27], [28], [29].

4.3 The Influence of *Trust in Supervisor* on Job Satisfaction

Trust in supervisors is widely regarded as a key factor influencing employees' job satisfaction because it shapes how they perceive managerial support, organizational fairness, and the overall work environment [30], [31]. Employees who believe that their supervisors demonstrate competence, integrity, and genuine concern for their well-being are more likely to feel secure in carrying out their responsibilities and to evaluate their work experiences positively. Previous studies consistently report that supervisory trust encourages open communication, strengthens perceptions of organizational justice, and reduces uncertainty in the workplace, all of which contribute to higher levels of job satisfaction [30], [31], [34]. Social Exchange Theory provides a useful explanation for this relationship by suggesting that employees tend to reciprocate fair and supportive treatment with positive attitudes toward their work and organization. This mechanism is particularly relevant within the Medical and Health Division (BIDDOKKES) of Polda DIY, where healthcare personnel perform demanding tasks that require teamwork, professional judgment, and timely decision-making. Supervisors who consistently act with integrity, fairness, and professional competence are therefore more likely to establish trusting relationships that foster employee confidence, strengthen organizational support, and enhance job satisfaction. Based on the reviewed literature and Social Exchange Theory, this conceptual study proposes

that trust in supervisors positively influences job satisfaction within police healthcare organizations [30], [31], [34].

4.4 The Influence of Interpersonal Communication on Job Satisfaction

Interpersonal communication is widely recognized as an important determinant of job satisfaction because it influences how employees interact, exchange information, and develop supportive relationships within the workplace [13]. Effective communication enables employees to clarify work expectations, resolve misunderstandings, and coordinate their responsibilities more efficiently, thereby creating a positive organizational climate. Previous studies have consistently shown that open communication, constructive feedback, and mutual respect contribute to stronger collaboration, reduced interpersonal conflict, and greater confidence in organizational processes, all of which are associated with higher levels of job satisfaction [14], [16], [25]. These findings are consistent with Social Exchange Theory, which suggests that employees tend to reciprocate positive interpersonal interactions by demonstrating more favorable attitudes toward their work and organization. Such reciprocal relationships are particularly important within the Medical and Health Division (BIDDOKKES) of Polda DIY, where healthcare services require continuous coordination among medical personnel, administrative staff, and operational police officers. In this setting, effective interpersonal communication facilitates collaboration, supports timely decision-making, and reinforces a supportive work environment that strengthens employees' sense of belonging and satisfaction. Accordingly, this conceptual study proposes that interpersonal communication positively influences job satisfaction within police healthcare organizations [18], [35].

4.5 The Influence of Transformational Leadership on Job Satisfaction

Transformational leadership is widely recognized as a leadership approach that enhances employees' job satisfaction by creating a supportive, motivating, and development-oriented work environment [28], [29]. Rather than relying solely on formal authority, transformational leaders encourage employees through a shared vision, intellectual stimulation, individualized consideration, and continuous recognition of individual contributions. Previous studies consistently demonstrate that these leadership behaviors strengthen employees' motivation, organizational commitment, and psychological attachment to their work, leading to more positive evaluations of their job experiences [26], [27], [29], [30]. Social Exchange Theory provides a theoretical explanation for this relationship by suggesting that employees who perceive support, respect, and appreciation from their leaders are more likely to reciprocate through favorable attitudes and stronger job satisfaction. This relationship is particularly relevant within the Medical and Health Division (BIDDOKKES) of Polda DIY, where personnel perform professional healthcare services under demanding operational conditions that require effective coordination, adaptability, and sustained commitment. In such circumstances, transformational leaders play an important role in fostering employee confidence, strengthening collaboration, and maintaining motivation, thereby creating organizational conditions that support higher levels of job satisfaction. Accordingly, this conceptual study proposes that transformational leadership positively influences job satisfaction within police healthcare organizations [26], [27], [29], [30].

4.6 Transformational Leadership Mediates the Influence of Trust in Supervisor on Job Satisfaction

Trust in supervisors alone may not be sufficient to generate higher levels of job satisfaction unless it is translated into leadership behaviors that employees experience in their daily work. Employees who perceive their supervisors as competent, fair, and trustworthy are generally more willing to accept guidance and organizational decisions; however, these positive perceptions are more likely to enhance job satisfaction when supervisors demonstrate transformational leadership behaviors, such as providing inspiration, intellectual stimulation, individualized support, and a clear organizational vision [27], [28], [34]. From the perspective of Social Exchange Theory, trust establishes the initial reciprocal relationship between employees and supervisors, while transformational leadership strengthens this exchange by fostering motivation, professional development, and psychological support. Through this process, trust evolves beyond confidence in the supervisor into meaningful leadership experiences that encourage employees to develop stronger commitment and more positive evaluations of their work. This mediating mechanism is particularly relevant within the Medical and Health Division (BIDDOKKES) of Polda DIY, where personnel operate in a structured organizational environment that requires effective leadership, collaboration, and sustained employee engagement. Accordingly, this conceptual study proposes that transformational leadership mediates the relationship between trust in supervisors and job satisfaction by converting positive supervisory relationships into supportive leadership practices that enhance employees' work experiences and overall job satisfaction [27], [28], [34].

4.7 Transformational Leadership Mediates the Influence of Interpersonal Communication on Job Satisfaction

Effective interpersonal communication creates the conditions for transformational leadership to influence employees' job satisfaction more effectively. Open communication, constructive feedback, and mutual respect enable leaders and employees to develop stronger relationships, making it easier for transformational leadership behaviors to be understood and accepted within the organization [27], [29], [31]. Although interpersonal communication can directly enhance employees' job satisfaction by improving collaboration and reducing workplace misunderstandings, its influence is likely to become stronger when leaders translate these positive interactions into inspiration, individualized support, intellectual stimulation, and a shared organizational vision. Social Exchange Theory explains this mechanism by suggesting that positive communication establishes reciprocal relationships characterized by trust, cooperation, and mutual support, while transformational leadership reinforces these exchanges by creating meaningful work experiences that strengthen employees' motivation and satisfaction. This mediating process is particularly relevant within the Medical and Health Division (BIDDOKKES) of Polda DIY, where healthcare personnel rely on continuous coordination, timely communication, and close collaboration to deliver effective public services. In this organizational context, transformational leaders are able to transform effective communication into stronger employee engagement and more positive workplace experiences, thereby enhancing

job satisfaction. Therefore, this conceptual study proposes that transformational leadership mediates the relationship between interpersonal communication and job satisfaction within police healthcare organizations [27], [29], [31].

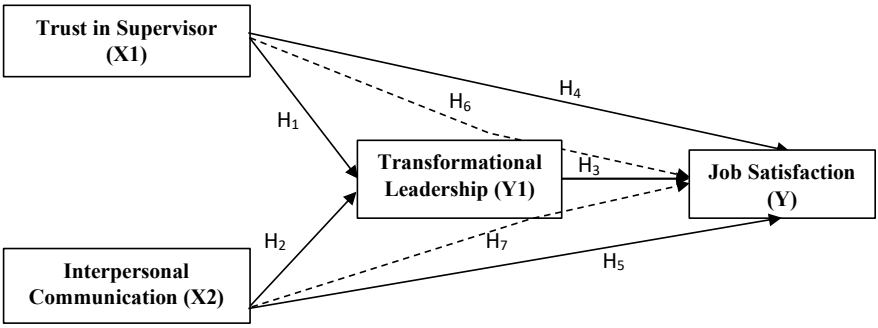


Fig. 1 Conceptual Framework

The conceptual framework proposed in this study integrates Trust in Supervisor, Interpersonal Communication, Transformational Leadership, and Job Satisfaction within the perspective of Social Exchange Theory to explain how positive workplace relationships contribute to employee job satisfaction. The model suggests that trust in supervisors and effective interpersonal communication not only have direct effects on job satisfaction but also strengthen transformational leadership, which subsequently enhances employees' positive work attitudes. Employees who experience trustworthy supervisory relationships and open communication are more likely to perceive organizational support, encouraging leaders to demonstrate transformational behaviors such as inspiring a shared vision, providing individualized consideration, and fostering employee development. In turn, these leadership behaviors reinforce employees' motivation, commitment, and satisfaction with their work. In the context of the Medical and Health Division (BIDDOKKES) of Polda DIY, where effective coordination, collaboration, and mutual trust are essential for delivering healthcare services, transformational leadership is expected to serve as the key mechanism through which supervisory trust and interpersonal communication are translated into higher levels of job satisfaction. Therefore, the proposed conceptual framework provides a theoretical foundation for understanding the direct and indirect relationships among the study variables and offers a basis for future empirical research.

5 Conclusion

This conceptual study proposes that Trust in Supervisor and Interpersonal Communication are important antecedents of Job Satisfaction, both directly and indirectly through the mediating role of Transformational Leadership within the Medical and Health Division (BIDDOKKES) of Polda DIY. Drawing upon Social

Exchange Theory, the proposed framework suggests that supportive supervisory relationships and effective interpersonal communication create favorable conditions for transformational leadership, which in turn fosters employees' motivation, organizational commitment, and job satisfaction. The conceptual model provides a theoretical explanation of how positive workplace relationships can be translated into improved employee attitudes through transformational leadership. From a practical perspective, the framework highlights the importance of strengthening supervisory trust, promoting open interpersonal communication, and developing transformational leadership capabilities to support employee well-being and organizational effectiveness in police healthcare organizations. As this study is conceptual in nature, future empirical research is recommended to validate the proposed relationships and examine the mediating role of transformational leadership across different organizational settings and over time.

References

[1] Z. Liu and H. Wong, "Linking authentic leadership and employee turnover intention: the influences of sense of calling and job satisfaction," *LODJ*, vol. 44, no. 5, pp. 585–608, Aug. 2023, doi: 10.1108/LODJ-01-2023-0044.

[2] D. T. Usada and I. S. Kurniawan, "Pengaruh Kepuasan Kerja, Komitmen Kontinu, Dan Lingkungan Kerja Terhadap Organizational Citizenship Behavior Pengawai Dinas Perhubungan Provinsi Daerah Istimewa Yogyakarta," *Journal of Management, Economic, and Accounting,* vol. Vol. 4 No. 2, Dec. 2025.

[3] D. J. N. Fatimah, D. Lutfianawati, and A. M. Putri, "PENGARUH KEPUASAN KERJA DAN BIDANG KERJA TERHADAP PSYCHOLOGICAL WELL-BEING PADA ANGGOTA POLISI DI POLDA LAMPUNG," *JPsiMal*, vol. 6, no. 2, Sep. 2024, doi: 10.33024/jpm.v6i2.9126.

[4] D. Fazrina, D. Irawan, and W. L. Mangundjaya, "STRES BEBAN KERJA DAN TANGGUNG JAWAB POLISI: TINJAUAN LITERATUR," *CAPITALIS: JOURNAL OF SOCIAL SCIENCES*, vol. Vol. 1, 2024.

[5] Bayu Lazuardi and Muhammad Ikhsan Harahap, "Pengaruh Kepemimpinan, Motivasi Kerja, Dan Kepuasan Kerja Terhadap Kinerja Personil Polisi Biro Rena Polda Sumatera Utara," *Trending*, vol. 2, no. 1, pp. 125–134, Dec. 2023, doi: 10.30640/trending.v2i1.1917.

[6] S. Sollu and S. Anggiani, "Peran Budaya Organisasi Dalam Membentuk Perilaku Organisasi Di Kepolisian: Studi Pada Polda Metro Jaya," *value*, vol. 5, no. 2, pp. 202–214, Dec. 2024, doi: 10.36490/value.v5i2.1473.

[7] S. D. Musirin, "Komunikasi Interpersonal dan Budaya Kerja pada Kinerja Pegawai pada Lembaga Pemerintah," *Jurnal Komunikasi*, vol. 4, no. 2, 2023.

[8] V. A. Febrika, "THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) THROUGH THE MEDIATION OF TRUST IN SUPERIORS AND EMPLOYEE JOB SATISFACTION (STUDY ON THE MANPOWER AND TRANSMIGRATION OFFICE OF CENTRAL JAVA PROVINCE)," *COSTING: Journal of Economic, Business and Accounting*, vol. Volume 7, 2024.

[9] E. Panatariani, "Pengaruh Kepemimpinan Transformasional dan Kompetensi Digital Terhadap Kinerja Inovatif dengan Sistem Reward sebagai Variabel Mediasi," *J-CEKI: Jurnal Cendekia Ilmiah*, vol. Vol.5, 2025.

[10] M. Irvita and A. Asriani, "Transparency and accountability in the justice system: Building public trust and justice: The Role of Public Trust in Fair Law Enforcement," *PSSJ*, vol. 5, no. 4, pp. 26–40, Apr. 2025, doi: 10.55942/pssj.v5i4.367.

[11] Y. Hidayat, "PENGALAMAN KERJA DAN PROFESIONALISME DALAM PENINGKATAN KINERJA PERSONIL KEPOLISIAN," *Tesis. Universitas Sultan Agung Semarang*, 2025.

[12] Kumar et. al, "Leadership Styles and Their Impact on Health System Performance: A Comparative Analysis," *South Eastern European Journal of Public Health*, vol. 24-05–2024, Vol. (XXIII), 2024, doi: 10.52710/seejph.489.

[13] I. S. Kurniawan and I. Rositasari, "Organizational citizenship behavior: peran komunikasi interpersonal, semangat kerja, dan kepuasan kerja pada pegawai PT Aromatik Yogyakarta," vol. Vol.17., no. No.4, Dec. 2022.

[14] Andary Nur Afifah and Meylani Tuti, "Job Satisfaction and Performance: The Impact of Interpersonal Communication, Placement and Self Efficacy," *JM-UIKA*, vol. 14, no. 3, pp. 378–390, Oct. 2023, doi: 10.32832/jm-uika.v14i3.14274.

[15] M. Fadli, "Trust In Supervisor and Interpersonal Communication in Improving Police Personnel Performance Through Affective Commitment," *JRBI : Jurnal Riset Bisnis Indonesia*, vol. 22, no. 1, 2025.

[16] S. E. Nursyamsi and N. Siregar, "The Influence of Interpersonal Communication Styles on Employee Job Satisfaction in Start-Up Companies," *Journal of Law, Social Science and Humanities*, vol. 2, no. 2, 2025.

[17] S. Handayani and R. Mahendra, "Impact of Interpersonal Communication on Increasing Employees Job Satisfaction PT. PJS Palembang," *Enrichment: Journal of Management*, vol. 12, no. 5, 2022.

[18] S. Wahyuni, "Pengaruh Komunikasi Interpersonal, Kualitas Kehidupan Kerja dan Kepuasan Kerja terhadap Kinerja Karyawan," *Portofolio: Jurnal Ekonomi, Bisnis, Manajemen dan Akuntansi*, vol. 20, no. 1, 2023.

[19] A. D. Anjani, K. C. Kirana, and S. Hadi, "PENGARUH KOMPENSASI DAN PROMOSI JABATAN TERHADAP TURNOVER INTENTION DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING," *jurkami*, vol. 8, no. 1, pp. 194–203, Apr. 2023, doi: 10.31932/jpe.v8i1.1685.

[20] J. Cai, L. Zheng, F. Zhuang, S. Yang, and Z. Wang, "Trust in Supervisor and Employee Creativity: The Mediating Role of Information Sharing," *Psychol Rep*, vol. 128, no. 4, pp. 3001–3019, Aug. 2025, doi: 10.1177/00332941231191716.

[21] J. M. L. Poon, M. R. Rahid, and A. S. Othman, "TRUST-IN-SUPERVISOR: ANTECEDENTS AND EFFECT ON AFFECTIVE ORGANIZATIONAL COMMITMENT," *Asian Academy of Management Journal,* vol. Vol. 11, no. No. 2, pp. 35-50, Jul. 2006.

[22] F. Abdin, A. Ismail, and A. M. Nor, "Trust in Supervisor as a Mediator of the Relationship Between Perceived Interactional Fairness in Reward Systems and Organizational Commitment," *SEAM*, vol. 13, no. 2, pp. 201–221, Oct. 2019, doi: 10.21002/seam.v13i2.11345.

[23] K. Harun, and N. Hermina, "The Influence of Perceived Organizational Support and Trust in Supervisor on Organizational Citizenship Behavior with Job Satisfaction as a Mediating Variable," *DIJEMSS*, vol. 7, no. 1, Oct. 2025.

[24] R. C. Mayer, R. A. Wise, and S. M. Mourtgos, "Police–public trust: Toward a more complete perspective," *Behavioral Science & Policy*, vol. 11, no. 2, pp. 31–37, Oct. 2025, doi: 10.1177/23794607251384491.

[25] A. Awaludin, "Interpersonal Communication and Work-Life Balance: Key Drivers of Contract Employee Performance," *INVEST : Jurnal Inovasi Bisnis dan Akuntansi*, vol. Volume 6, no. No 1, 2025.

[26] F. Tutupoho, "ANALISIS HUBUNGAN KEPEMIMPINAN TRANSFORMASIONAL, KEPUASAN KERJA DAN KOMITMEN ORGANISASI TERHADAP PRODUKTIVITAS KARYAWAN," *JAT*, vol. 4, no. 1, pp. 206–216, Mar. 2025, doi: 10.31959/jat.v4i1.3413.
[27] M. Ikbal and A. Suherman, "Pengaruh Gaya Kepemimpinan Transformasional Dan Lingkungan Kerja Terhadap Kepuasan Kerja Di PT Nizar Pratama Jaya," *Jurnal Ilmiah Ekonomi Dan Manajemen (JIEM)*, vol. Vol.4, no. No.2, Feb. 2026.
[28] A. P. A. Parada and J. Arifin, "PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL TERHADAP KEPUASAN KERJA KARYAWAN PADA PT UNIVERSAL TEKNO REKSAJAYA SITE ADARO DI KABUPATEN BALANGAN," *JAPB*, vol. : Volume 6, no. Nomor 2, 2023.
[29] D. Marlius and R. A. Melaguci, "PENGARUH KEPEMIMPINAN TRANSFORMASIONAL DAN KEPUASAN KERJA TERHADAP KINERJA KARYAWAN PT SEMEN PADANG DEPARTEMENT SUMBER DAYA MANUSIA," *Jurnal Bina Bangsa Ekonomika*, vol. 17, no. 2, 2024.
[30] M. Nasrip, K. C. Kirana, and S. Hadi, "Analisis Personality, Burnout Syndrome dan Gaya Kepemimpinan Transformasional terhadap Kinerja Pegawai Melalui Motivasi Kerja sebagai Variabel Intervening di Dinas Pendidikan Pemuda dan Olahraga Kabupaten Bantul," *reslaj*, vol. 5, no. 2, pp. 637–651, Jan. 2023, doi: 10.47467/reslaj.v5i2.1571.
[31] T. Br. Sembiring, Irmawati, M. Sabir, and I. Tjahyadi, *BUKU AJAR METODOLOGI PENELITIAN (TEORI DAN PRAKTIK)*, Cetakan Pertama,. Karawang Barat: Saba Jaya Publisher, 2024.
[32] I. W. Astawa, G. Wirata, S. Sulandari, I. N. Suargita, and I. K. D. Junaedy, *REFERENSI METODE PENELITIAN*, Cetakan I,. Kota Medan: PT Media Penerbit Indonesia, 2025. [Online]. Available: https://mediapenerbitindonesia.com
[33] A. Soejanto and J. A. Turangan, "PENGARUH KEPEMIMPINAN TRANSFORMASIONAL, KOMPENSASI DAN MOTIVASI KERJA TERHADAP KEPUASAN KERJA KARYAWAN," *Jurnal Manajerial dan Kewirausahaan*, vol. 07, no. 01, 2025.
[34] O. D. Ananda, W. Hidayat, and A. E. Prihatini, "Pengaruh Employee Engagement dan Passion terhadap Kinerja Karyawan PT Telkom Indonesia Kantor Regional IV Semarang," *J. Ilmu Admin. Bis.*, vol. 12, no. 1, pp. 11–21, Mar. 2023, doi: 10.14710/jiab.2023.36456.
[35] F. N. Hassanah, "Pengaruh Kepemimpinan Transformasional Terhadap Kepuasan Kerja dan Organization Citizenship Behavior Serta Dampaknya Terhadap Kinerja Pegawai pada Pt. Perkebunan Nusantara Iv (Persero) Medan," *maneggio.j.ilm.n.a.manaj.*, vol. 6, no. 2, Sep. 2023, doi: 10.30596/maneggio.v6i2.15948.

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (http://creativecommons.org/licenses/by-nc/4.0/), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

