

The Effect of Emotional Leadership on Supervisor Trust and Job Crafting

Deok-ki Kim* · Hong-keun Kim**

Abstract

Emotional leadership plays a pivotal role in modern organizational structures to enhance job satisfaction, organizational performance, and sustainable growth. As emotional leadership has been identified as a problem-solving factor in complex business environments, it facilitates emotional needs and trust building among employees and promotes voluntary and active participation in organizational roles.

This study aimed to investigate the impact of perceived supervisor's emotional leadership on job crafting activities within an organizational framework and provide a deeper understanding of emotional leadership through the mediation of supervisor trust. In this study, a sample of 250 employees from various industries working in organizations with 100+ employees was surveyed using emotional leadership, supervisor trust, and job crafting scales. Statistical analysis was conducted using Pearson correlation, reliability assessment, and mediation analysis with structural equation modeling using jomovi version 2.3.28.

The results showed that emotional leadership significantly improved trust in supervisors, which in turn positively influenced job crafting. Emotional leadership itself also had a direct impact on job crafting, although not as strongly as through the mediating role of trust.

Emotional leadership proved to be crucial in creating an environment that supports job crafting by strengthening trust between supervisors and employees in an organization. This study highlights the importance of emotional leadership in organizational settings and suggests that leadership development programs that focus on emotional intelligence are essential to foster effective employee roles and improve overall organizational performance.

Keywords : Emotional Leadership, Job Crafting, Supervisor Trust, Emotional Intelligence

Received : 2024. 09. 23. Revised : 2024. 10. 30. Final Acceptance : 2024. 10. 31.

* First Author, Ph.D. Candidate, Hoseo Graduate School, e-mail : dkband0128@gmail.com

** Corresponding Author, Professor, Hoseo Graduate School, 20, Hoseo-ro 79beongil, Baebang-eup, Asan-si, Chungcheongnam-do Korea, Tel : +82-41-540-9920, e-mail : chairman@hoseo.edu

1. Introduction

The importance of leadership in modern organizations has been emphasized as essential for employee job satisfaction, performance, and sustainable growth. There are many qualities of a leader, including communication skills, motivation, team building, and problem-solving skills. Based on these qualities, a leader must present the vision and goals of the organization and make rational decisions in running the organization. Furthermore, leaders should show human qualities such as empathy, fairness, and responsibility to motivate employees. One such type of leadership is emotional leadership. It is related to the emotional intelligence of the leader, which many scholars consider to be one of the most important qualities required of leaders [Dulewicz and Higgs, 2005]. In particular, emotional leadership plays an important role in identifying the emotional needs of organizational members and building trust-based relationships with them. Emotional leadership is a concept based on the four pillars of self-awareness, self-management, social awareness, and relationship management proposed by Goleman et al. [2002] and involves a leader's ability to recognize and control their own emotions as well as their ability to understand and respond to the emotions of others. It has become an important leadership style in response to the complex challenges of modern organizations, and plays an important role in building trust and enhancing organizational performance [Jung et al., 2015; Lee et al., 2022].

The importance of emotional leadership in organizations goes beyond mere performance management, as it fosters psychological stability and promotes autonomous and creative

problem solving. Leaders with strong emotional leadership are able to build more trust in their relationships with employees, and this trust can promote spontaneous and proactive behavior. This can lead to more job crafting within the organization, where employees are able to reconfigure their own jobs, which in turn improves job satisfaction and performance [Lee, 2023].

This study aims to analyze the impact of supervisor's emotional leadership on job crafting as perceived by organizational members and to test the mediating effect of supervisor trust on this relationship. In particular, supervisor trust refers to the level of trust that organizational members feel towards their supervisors, which can serve as a key factor to facilitate job crafting, where employees freely adjust and change their jobs [Oh, 2015].

Thus, this study sets out to further analyze the role and effect of emotional leadership in organizations by investigating the impact of emotional leadership on job crafting through supervisor trust. Prior research has shown that emotional leadership positively affects organizational members' behavior through supervisor trust [Kim et al., 2017].

However, empirical research on the impact of emotional leadership on job crafting through supervisor trust is still lacking. Therefore, this study aims to examine the impact of emotional leadership on job crafting through the mediation of supervisor trust and explore how this relationship contributes to job performance and innovation in modern organizations.

We also aim to provide new insights by empirically demonstrating how emotional leadership affects job crafting through the mediating role of supervisor trust. By using structural equation modeling to establish strong

statistical associations between these variables, this study fills a gap in leadership research that often overlooks the specific pathways through which leadership styles influence innovative employee behavior.

Based on survey data collected from employees in a variety of industries in South Korea, this study examines the impact of emotional leadership on career formation and its effect on employees' trust in supervisors within an organizational setting. Compared to existing research on the topic, this study introduces several distinctive elements.

First, it highlights the important role of supervisor trust as a mediating factor, showing that high trust in supervisors significantly facilitates job shaping behavior. This focus on the mediating function of trust provides a more sophisticated perspective than previous studies that may not have strongly emphasized this relationship.

The study also stands out in that it draws on a broad and diverse sample of 250 employees across multiple sectors, which increases the generalizability of the results. This diverse pool of participants sets it apart from studies that have examined more limited or homogeneous groups.

Methodologically, the study uses structural equation modeling (SEM) using Jamovi software, an approach that allows for in-depth analysis of complex relationships between variables. This advanced statistical technique contrasts with other studies that rely solely on basic correlation or regression analyses, which provide a more robust framework for exploring mediating relationships.

Furthermore, this thesis provides a comprehensive examination of the components of emotional leadership by subdividing them into self-awareness, self-management, social

awareness, and relationship management. By explaining each component in detail, it provides a nuanced view of emotional leadership that may be less clear in other works.

In addition to this detailed analysis, this study focuses on Korean organizational culture to explore the cultural nuances of trust and leadership that may differ from the Western contexts that often appear in the literature. This cultural perspective allows us to understand how emotional leadership functions within a unique social framework and sheds light on culturally specific leadership dynamics.

Another unique feature of this study is its focus on job creation as a measurable outcome. Rather than examining job satisfaction alone, we view job creation as an active behavior in which employees restructure their work to better align with their skills, interests, and goals. These behavioral outcomes provide a more dynamic view of employee engagement.

The study also includes demographic diversity, examining factors such as gender and position level that may influence outcomes. These additional layers of analysis provide valuable insights into how demographic factors interact with emotional leadership and supervisor trust.

In terms of practical application, the paper makes clear recommendations for leadership development, specifically advocating for programs that enhance the emotional intelligence of organizational leaders. It goes beyond theoretical implications by proposing actionable insights, suggesting specific strategies that organizations can implement to strengthen leader-employee relationships.

Finally, the study suggests that future research could explore the impact of emotional

leadership over time, and suggests longitudinal studies to track how the impact of emotional leadership may evolve. This call for ongoing evaluation contrasts with the more common cross-sectional approach and emphasizes the importance of understanding long-term impacts.

The study is expected to provide a clear and actionable framework for leadership development programs by highlighting the practical implications of fostering emotional intelligence in leaders to enhance organizational adaptability and employee engagement.

The specific research questions are as follows

Research question 1: Does organizational members' perceived supervisor's emotional leadership influence organizational members' job crafting?

Research question 2: Does organizational employee perceived emotional leadership influence job crafting through the mediation of supervisor trust?

2. Theoretical Background and Research Hypothesis

Leadership refers to the process of making an organization cohesive and coherent to achieve a given goal [Bass, 1997], and it is the process of influencing the behavior of members to achieve organizational goals [Jin, 2015]. Leadership theories include "greatness theory," which emphasizes an individual's innate characteristics, and "trait theory," which refers to personal characteristics that distinguish leaders from non-leaders, such as intelligence, honesty, confidence, and appear-

ance [Daft, 2018]. In contrast, 'behavioral theories' that emphasize the behavior of leaders, such as Feldman and Arnold [1983] and Fiedler's [1967] 'Contingency Model of Leadership Effectiveness', Hersey and Blanchard's [1969] 'Situational Leadership Theory', House's [1971] 'Path-Goal Theory', and Vroom et al.'s [1973] 'Contingency Model', have been studied. In the modern era, contemporary leadership theory has introduced new types of leadership styles, including charismatic leadership, transformational leadership, transactional leadership, and servant leadership [Bass, 1990]. However, there is a recent movement in the field of leadership to emphasize emotional or affective characteristics in addition to rational skills [Humphrey et al., 2016]. Some studies have evaluated the impact of organizational members' own emotions on their work performance [Kaur and Sukhmani, 2017; Cortini et al., 2019].

In organizations where the future is difficult to predict and unstable due to the development of advanced industrial technology incorporating AI technology, emotional leadership capabilities that can recognize the emotions of organizational members and create a positive environment are becoming important [Miao et al., 2016]. Emotional leadership plays an important role in forming trust-based relationships with employees based on the ability of leaders to recognize and appropriately manage their own emotions and the emotions of others. In an environment where emotional leadership is practiced, leaders gain the trust of their employees by empathizing with their emotional needs and responding appropriately to their condition. This is an important factor that strengthens employees' job commitment and voluntary behavior within the organization [Park et al.,

2023]. The core of emotional leadership can be divided into four elements: self-awareness, self-management, social awareness, and relationship management. Of these, self-awareness and relationship management have a significant impact on building trust in supervisors. When leaders are able to clearly recognize and regulate their own emotions, organizational members are more likely to trust their supervisors. In addition, leaders with strong relationship management skills are able to put themselves in the shoes of their organizational members and empathize with their emotions, leading to positive interactions. This is why leaders who demonstrate emotional leadership are able to strengthen trusting relationships with organizational members [Jeong et al., 2020].

Trust in supervisors plays a crucial role in an employee's job performance, and the higher the trust, the more autonomous and proactive the employee is. Trust in supervisors allows employees to rely on their instructions and decisions, which leads to a perception of greater autonomy and discretion in job performance. This leads to employees who trust their supervisors to engage in more job crafting behavior, where they voluntarily restructure their jobs [Song, 2014]. On the other hand, when employees lack trust in their supervisors, they are more likely to adopt a passive and defensive attitude. This can lead to less job crafting behavior, which in turn risks lowering job satisfaction and performance. Therefore, supervisor trust is one of the important factors that enable employees to autonomously engage in job crafting [Seo and Lee, 2019].

Emotional leadership contributes to the development of trust between leaders and organizational members. Leaders who demonstrate

emotional leadership are able to understand the emotional state of their organization's members and strengthen the trust relationship through their motivation [Lee et al., 2022]. Trust plays an essential role in building and maintaining relationships between employees and employees, organizations and employees, and organizations and organizations [Jeong et al., 2020].

This study evaluated the structural relationships of service industry employees' perceived emotional leadership with job satisfaction, innovation behavior, and supervisor trust. The results of the study showed that emotional leadership positively influenced both job satisfaction and innovation behavior, and supervisor trust was found to moderate the relationship between emotional leadership and job satisfaction [Kang and Kim, 2022]. Taken together, the findings of the literature on emotional leadership and organizational member or leader performance provide important implications for the need for organizational leaders to actively exercise emotional leadership. When leaders build trust through positive interactions with organizational members, members feel more autonomy and control, which promotes job crafting behaviors that allow them to restructure their jobs. Job crafting is the process by which employees actively adjust their work activities, relationships, and cognitions to increase job meaning and satisfaction, which in turn contributes to increased organizational performance and flexibility. Job crafting is the process of employees changing or redefining their jobs to increase job satisfaction and performance. Job crafting has been categorized into three types of elements, which include job crafting, cognitive crafting, and relationship crafting

[Wrzesniewski and Dutton, 2001]. Scott and Bruse [1994] found that organizational members are more likely to trust their supervisors when they perceive them to be supportive. This makes the work they are given more meaningful, and incre

ases their sense of belonging and commitment to the organization [Berg et al., 2008].

Job crafting is becoming increasingly important in modern organizations. In a rapidly changing corporate environment, employee spontaneity, creativity, and initiative have become important competitive advantages. Job crafting enables employees to change parts of their jobs and increase their job satisfaction, which has a direct impact on organizational performance. Especially when employees trust their supervisors, they can freely adjust their jobs, so it is important for organizations to build trust in supervisors through emotional leadership.

In the relationship between emotional leadership and job crafting, supervisor trust plays an important mediating role. Leaders who demonstrate emotional leadership foster trusting relationships with their employees, creating an environment where employees can autonomously reimagine their jobs. As supervisor trust increases, employees feel a greater sense of autonomy and control over their jobs and are more inclined to proactively change their jobs. This is supported by existing research, which shows that when supervisor trust is high, employees trust their supervisor's instructions, which leads to more creative and proactive job performance [Khan et al., 2021]. Thus, supervisor trust plays an important role in mediating the relationship between emotional leadership and job crafting. Leaders who excel at emotional leadership are able to strengthen

their emotional bonds with organizational members, which in turn builds trust. This trust increases passion and commitment to the job and fosters job crafting behavior, which is the voluntary restructuring of jobs. In this regard, emotional leadership is considered a critical leadership competency in modern organizations, and organizations need to strengthen their leaders' emotional leadership capabilities to create an environment that fosters trust in supervisors.

In conclusion, emotional leadership plays an important role in facilitating job-crafting behavior by building trusting relationships between leaders and organizational members. When leaders demonstrate emotional intelligence to build trusting relationships with organizational members, they are more likely to be autonomous and proactive in restructuring their jobs, which contributes to higher organizational performance and flexibility. Therefore, organizations need to strengthen their leaders' emotional leadership capabilities and create an environment that fosters trusting relationships between leaders and organizational members. Once these trust-based relationships are established, employees will be more willing to engage in job crafting, and the organization can expect better performance as a result. Given the positive impact that emotional leadership has on employee job satisfaction and performance, it's important to support leaders to effectively demonstrate this capability. This can be done through leadership training programs at the organizational level or various trainings to develop emotional intelligence. With such training and support, leaders will be able to strengthen trusting relationships with their employees and maximize organizational performance.

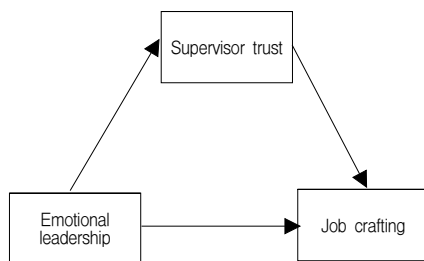
3. Research Model and Methodology

3.1 Research Model

Based on the theoretical review of previous studies, the following research model was established. The purpose of this study is to examine the pathway of the impact of supervisor's emotional leadership perceived by employees on employees' job crafting and to test the mediating effect of supervisor trust in this relationship (See <Figure 1>).

3.2 Research Object

The sample for this study consisted of 250 employees from various industries working in organizations of 100+ employees across the country. The study was conducted using an online questionnaire.



<Figure 1> Research Model

3.3 Measurement Tool

3.3.1 Emotional Leadership

Emotional leadership is leadership that increases the emotional capacity of an organization by making leaders aware of their own introspection, identifying the feelings and needs of their organization's members, and flexibly building relationships with them. Goleman et al. [2002] proposed four factors [self-awareness, self-management, social awa-

reness, and relationship management] centered on personal, social, self-awareness, and self-management, and Jung and Choi [2015] used 15 survey questions [e.g., My supervisor understands my strengths and weaknesses]. Each question was measured on a 5-point Likert scale ranging from 'not at all true' to 'very true', and the higher the score, the higher the emotional leadership of the supervisor perceived by the employee.

In this research model, emotional leadership is analyzed as a unidimensional model. There is a need to focus on the specific pathways through which emotional leadership influences other organizational outcomes, and emotional leadership is a concept that encompasses a leader's ability to recognize, understand, and manage their own emotions as well as the emotions of others in the organization. It encompasses a range of skills including self-awareness, self-management, social awareness, and relationship management.

In complex organizational settings, simplifying the model to focus on a single dimension can help isolate and understand the direct impact of emotional leadership traits such as empathy, motivation, and emotion regulation on specific outcomes such as job creation, trust, and organizational performance. This focused approach allows you to clearly distinguish impact pathways and establish more direct causal relationships.

In studies involving multiple dimensions, it can be difficult to attribute effects to specific aspects of emotional leadership without extensive data and complex modeling. Therefore, analyzing emotional leadership in a single-dimensional framework allows for a more manageable and interpretable analysis, ensuring that the insights generated are practical and applicable to leadership develop-

ment programs or organizational strategy.

3.3.2 Supervisor Trust

Supervisor trust refers to the degree of trust that employees have in their supervisors as a result of their working relationship within the organization. It consists of four items, and this study used the items used in Oh's [2015] study (e.g., "My supervisor does not try to take advantage of his subordinates by deceiving them"). Each item is a Likert scale ranging from 1 (not at all true) to 5 (very true), with higher scores indicating higher levels of trust.

3.3.3 Job Crafting

Job crafting refers to the process of employees adapting and redefining their work to find greater meaning and satisfaction. The job crafting scale was measured using a scale developed in the work of Lee [2022] (e.g., I try new approaches to do my job better and improve my work). The job crafting scale consists of 9 items. Each item is on a Likert scale ranging from 1 (not at all) to 5 (very much), with higher scores indicating higher levels of job crafting.

3.3.4 Analysis Method

The data was analyzed using the jamovi 0.9.6.9 open statistical program based on R. The analysis method was as follows. The analysis method is as follows. First, frequency analysis and descriptive statistics were conducted to determine the general characteristics of the study subjects. Second, Pearson correlation coefficient was used to examine the correlation between the main variables. Third, the reliability coefficient [Cronbach's α] was calculated and confirmatory factor

analysis was conducted to evaluate the internal consistency of related variables, and the fit indices of the measurement model and structural model were evaluated through CFI, TLI, SRMR, and RMSEA. Fourth, mediation analysis was conducted to examine the effect of independent variables on the dependent variable and the mediation effect.

4. Empirical Results

4.1 General Characteristics of the Sample

The study sample consists of 250 partic-

<Table 1> Demographics Characteristics of Sample

		Frequency	Percentage
Gender	Male	131	52.4
	Female	275	49.9
Age	20s	34	13.6
	30s	56	22.4
	40s	55	22.0
	50s	56	22.4
	60s	49	19.6
Education Level	High school	35	14.0
	University	183	73.2
	Graduate (current) or higher	32	12.8
Employment Years of experience	Less than 3 years	71	28.4
	Less than 5 years	42	16.8
	Less than 10 years	55	22.0
	Less than 20 years	47	18.8
	Less than 30 years	24	9.6
	30 years or more	11	4.4
Rank	Employee	78	31.2
	Assistant	42	16.8
	Manager	49	19.6
	Assistant Chief	29	11.6
	Deputy Manager	32	12.8
	Executive	18	7.2
	Other	2	.8
Job Type	Planning	22	8.8
	Management	121	48.4
	Sales	20	8.0
	R&D	29	11.6
	Production	22	8.8
	Etc.	36	14.4

ipants, and the gender distribution is almost balanced [52.4% male, 47.6% female]. The age range is quite diverse, with the 30s [22.4%] and 50s [22.4%] being the most numerous, and those in their 20s accounting for 13.6%. By position, most are lower-level positions such as staff [31.2%] and deputy managers [16.8%], with only 7.2% being executives.

4.2 Descriptive Statistics and Correlation Analysis

In order to verify the structural relationship of the theoretical model established in this study, the mean, standard deviation, normality test, and correlation analysis of the main variables were conducted, and the results are as follows. The mean [standard deviation] of emotional leadership was 3.27 [SD=0.757], trust in supervisor was 3.23 [SD=0.895], and job crafting was 3.52 [SD=0.548]. The normality test showed that the value of skewness was less than 2 and the value of kurtosis was less than 4, which does not violate the assumption of normality [Jeon and Jeon, 2016].

<Table 2> Mean and Standard Deviation of Major Variables

Measurement Variable	Mean	Mean [Standard Deviation]	Skewness	Kurtosis
Emotion Leadership	3.27	0.757	-0.448	0.042
Supervisor Trust	3.23	0.895	-0.586	-0.007
Job Crafting	3.52	0.548	-0.193	-0.002

Next, bivariate correlation analysis was conducted to examine the correlation and multicollinearity among the variables. The correlations of the main variables were all sig-

nificant [$p < .01$]. Emotional leadership was found to be positively correlated with supervisor trust [$r = 0.776$] and job crafting [$r = 0.437$], and supervisor trust was positively correlated with job crafting [$r = 0.467$]. We also checked for multicollinearity and found that the correlation between the variables was less than 0.9, indicating that there was no multicollinearity.

<Table 3> Correlation between Major Variables

	Emotion Leadership	Supervisor Trust	Job Crafting
Emotion Leadership	-	0.776***	0.437***
Supervisor Trust		-	0.467***
Job Crafting			-

* $p < .05$, ** $p < .01$, *** $p < .001$.

4.3 Measurement Model Analysis

4.3.1 Confirmatory Factor Analysis [CFA] of the Measurement Model

The variables of this study are emotional leadership, supervisor trust, and job crafting, and the fit of the measurement model was verified through confirmatory factor analysis [CFA] for the entire measurement model. In particular, since the χ^2 test is sensitive to the sample size and the content of the null hypothesis is too strict and reflects the influence of the sample size, the fit index of the model was used through CFI, TLI, SRMR, and RMSEA, which considered the simplicity of the model. As a result of the analysis, the fit indices of the measurement model were CFI=0.885, TLI=0.875, SRMR=0.0559, and RMSEA=0.0778, and all fit indices were found to be adequate.

<Table 4> Verification of the Goodness of fit of the Research Model

Fit Measures					RMSEA 90% CI		
CFI	TLI	SRMR	RMSEA	Lower	Upper	AIC	BIC
0.885	0.875	0.0559	0.0778	0.0714	0.0842	14850	15156

4.3.2 Validation of the Measurement Model

To verify the validity of the measurement model of this study, confirmatory factor analysis was conducted, and the results are shown in <Table 5>. The factor loadings of the meas-

ured variables on each latent variable ranged from the lowest of 0.562 to the highest of 0.914, all of which are greater than 0.5, confirming that the measured variables measure the latent variables well.

<Table 5> Factor Loadings of the Measurement Model

Factor Loadings

Factor	Indicator	Estimate	SE	Z	p	Stand. Estimate
Emotion Leadership	Self-Awareness Ability Emotion1	0.571	0.0509	11.23	<.001	0.643
	Self-Awareness Ability Emotion2	0.580	0.0501	11.57	<.001	0.659
	Self-Awareness Ability Emotion3	0.549	0.0515	10.66	<.001	0.617
	Self-management Ability Emotion4	0.803	0.0593	13.54	<.001	0.740
	Self-management Ability Emotion5	0.850	0.0542	15.68	<.001	0.819
	Self-management Ability Emotion6	0.696	0.0570	12.21	<.001	0.687
	Social awareness Emotion7	0.795	0.0505	15.75	<.001	0.821
	Social awareness Emotion8	0.599	0.0480	12.47	<.001	0.697
	Social awareness Emotion9	0.813	0.0534	15.23	<.001	0.803
	Relational Management Emotion10	0.774	0.0536	14.44	<.001	0.774
	Relational Management Emotion11	0.857	0.0547	15.65	<.001	0.817
	Relational Management Emotion12	0.697	0.0523	13.34	<.001	0.733
	Relational Management Emotion13	0.787	0.0510	15.42	<.001	0.810
	Relational Management Emotion14	0.847	0.0520	16.31	<.001	0.839
	Relational Management Emotion15	0.839	0.0528	15.88	<.001	0.825
Supervisor or Trust	Supervisor Trust 1	0.660	0.0550	11.99	<.001	0.686
	Supervisor Trust 2	0.852	0.0557	15.30	<.001	0.814
	Supervisor Trust 3	0.930	0.0503	18.47	<.001	0.914
	Supervisor Trust 4	0.936	0.0547	17.11	<.001	0.872
Job Crafting	Tasks Crafting 1	0.527	0.0482	10.94	<.001	0.658
	Tasks Crafting 3	0.559	0.0545	10.26	<.001	0.625
	Cognitive Crafting 4	0.525	0.0489	10.73	<.001	0.648
	Cognitive Crafting 6	0.523	0.0487	10.74	<.001	0.648
	Relational Crafting 8	0.555	0.0561	9.88	<.001	0.609
	Relational Crafting 9	0.539	0.0509	10.58	<.001	0.641

4.4 Hypothesis Testing

4.4.1 Effects of Emotional Leadership and Supervisor Trust on Job Crafting

The results of testing the mediating effects of emotional leadership on job crafting and trust in supervisor are as follows.

First, we found that emotional leadership has a positive [+] effect on trust in supervisors [$\beta = 0.776, p < .001$]. This means that employees are significantly more likely to trust their supervisors when their leaders demonstrate emotional leadership, confirming that emotional leadership plays an important role in building trust in organizations [Kim and Baek, 2017].

Second, we analyzed the effect of trust in supervisor on job crafting and found that trust

in supervisor has a positive effect on job crafting. The standardized estimate is [$\beta = 0.322, p < .001$]. This suggests that when employees trust their supervisors, they are more likely to engage in job crafting, a behavior in which employees actively modify their jobs to better fit their skills, interests, and goals [Yoon et al., 2022].

Third, we analyzed the direct effect of emotional leadership on job crafting.

We found that emotional leadership has a small but significant direct effect on job crafting [$\beta = 0.187, p = 0.034$].

4.4.2 The Effect of Emotional Leadership on Job Crafting: The Mediating Effect of Supervisor Trust

The results of the mediation test are as follows. First, the direct effect of emotional

<Table 6> The impact of Emotional Leadership and Superior Trust on Job Crafting

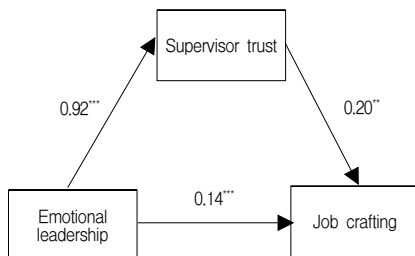
				95% C.I. (a)				
Type	Effect	Estimate	SE	Lower	Upper	β	z	p
Component	Emotion Leadership \Rightarrow Supervisor Trust	0.916	0.0472	0.8239	1.009	0.776	19.43	<.001
	Supervisor Trust \Rightarrow Job Crafting	0.197	0.0538	0.0920	0.303	0.322	3.67	<.001
Direct	Emotion Leadership \Rightarrow Job Crafting	0.135	0.0635	0.0105	0.260	0.187	2.13	0.034

*p < .05, **p < .01, ***p < .001.

<Table 7> The Mediating Effect of Trust in Supervisors

				95% C.I. (a)				
Type	Effect	Estimate	SE	Lower	Upper	β	z	p
Indirect	Emotion Leadership \Rightarrow Supervisor Trust \Rightarrow Job Crafting	0.181	0.0502	0.0826	0.279	0.250	3.61	<.001
Direct	Emotion Leadership \Rightarrow Job Crafting	0.135	0.0635	0.0105	0.260	0.187	2.13	0.034
Total	Emotion Leadership \Rightarrow Job Crafting	0.316	0.0413	0.2351	0.397	0.437	7.66	<.001

leadership on job crafting was statistically significant [$z=2.13$, $p=0.034$], and the mediating effect of supervisor trust on job crafting was statistically significant [$z=3.61$, $p<.001$], but this effect was weaker than the indirect effect of trust in supervisor. This suggests that while emotional leadership may directly influence job crafting, it is more influential when it promotes job crafting behavior by increasing trust in supervisors. As a result, we can see that emotional leadership plays an important role in fostering trust in supervisors, which significantly promotes job crafting.



〈Figure 2〉 Path Coefficient Results According to the Research Model

While emotional leadership does not directly affect job formation, it has a greater indirect impact through the trust it builds within the organization. This highlights the importance of emotional leadership, which is influenced by emotional intelligence, to strengthen trust among organizational members and enhance their ability to find meaning in their work and take initiative.

5. Conclusions

This study explored how emotional leadership influences job crafting through the mediating role of supervisor trust. The results showed that emotional leadership, as perceived by organizational members' super-

visors, significantly influences supervisor trust and promotes job crafting. It can be seen that leaders with emotional leadership have the ability to recognize and manage their own emotions and the emotions of their organization members at the same time. It also proved to be an important factor in creating an organizational environment where trust and initiative prevail.

The study's findings reveal several key relationships. First, emotional leadership had a direct impact on leader trust, meaning that when leaders practice emotional intelligence, employees are more likely to have strong trust in their supervisors. This trust is essential for modern organizations because it not only strengthens relationships within the organization, but it is the foundation of organizational effectiveness. Leaders who are attuned to their emotional intelligence can effectively manage their interactions with employees, helping them feel valued by their leaders, which in turn boosts motivation and self-esteem. In turn, high levels of trust in leaders have been shown to be important for enhancing job satisfaction, organizational performance, and sustainable growth, including employee satisfaction and reduced turnover.

Second, the mediating effect of supervisor trust on the relationship between emotional leadership and job crafting was found to be significant. The findings suggest that emotional leadership has a direct, albeit weak, impact on employees' job crafting. Moreover, the indirect effect through supervisor trust was even more pronounced. This means that when organizational members trust their leaders more, they are more likely to engage in job crafting. Job crafting refers to the process of proactively identifying and customizing

job roles to better align with one's work goals and interests. This trust in their supervisors allows employees to feel safe enough to take initiative, experiment with new methods, and redefine their work in ways that engage both their personal development and organizational goals.

Job crafting is increasingly recognized as an essential component of employee well-being and organizational adaptability. In a dynamic, fast-paced environment where employees face constant challenges, the ability to create their own jobs can increase job satisfaction, enhance job meaning, and improve overall performance. Therefore, the role of emotional leadership through trust building cannot be underestimated in facilitating these outcomes.

Our findings emphasize the importance of emotional leadership in indirectly facilitating job crafting by increasing trust in supervisors. Leaders who demonstrate emotional intelligence play an important role not only in managing tasks or directing workflow, but also in shaping the emotional and psychological climate of their employees. These findings are relevant in organizational contexts where innovation and flexibility are required for sustainable management. Members who trust their leaders are more likely to take calculated risks, explore new strategies, and adapt their roles to better fit the needs of the organization, contributing to the resilience of the organization's members.

Our study of the impact of emotional leadership theoretical foundations on job crafting mediated by supervisor trust offers three academic contributions.

First, it demonstrates the importance of trust-based leadership: the fact that emotional leadership is essential for building trust

within an organization shows that leaders can leverage their emotional intelligence to strengthen trusting relationships with their employees, which in turn drives job crafting behavior. This is an important insight that can ultimately contribute to improved organizational performance, highlighting the need for emotional competence in leaders in modern complex organizational environments.

Second, the organizational value of job crafting. The finding that job satisfaction and performance are enhanced when employees have autonomy and meaningfulness in their work through emotional leadership reaffirms the importance of job crafting, especially as a basis for how it can contribute to organizational effectiveness in today's changing business environment. Our findings can help organizations maximize employee autonomy and creativity from a strategic perspective.

Third, the contribution of emotional leadership to the development of organizational culture. A positive organizational culture can be promoted through supervisor trust. When relationships are built on trust, employees are empowered to readjust their roles, which gives them a sense of autonomy. In an environment where emotional leadership is practiced, leaders can empathize with the emotional needs of their employees and respond appropriately by being aware of their state of mind, leading to positive interactions. This will contribute to a positive change in the overall organizational climate.

These contributions provide an important foundation for a deeper understanding of the relationship between emotional leadership and job crafting. By highlighting the positive impact of emotional leadership on organizational performance, they provide an opportunity for organizations to enhance their lead-

ership capabilities and promote job restructuring.

From a practical perspective, this study highlights the need to prioritize the development of emotional leadership skills within organizational members. Emotional leadership training should provide leaders with the tools they need to recognize and effectively respond to the emotional cues of their members. This can foster a cohesive, trusting organizational culture. When trust is built with leaders, employees are more likely to feel comfortable engaging in job crafting, which improves both individual job satisfaction and overall organizational performance. The implications of these findings suggest that implementing leadership programs that focus on the emotional intelligence of organizational members can lead to greater employee engagement and proactive behavior. Such programs also help create a work environment that supports job crafting.

Furthermore, encouraging leaders to develop emotional intelligence can foster stronger relationships between leaders and organizational members, which can lead to reduced turnover, satisfaction, and innovation.

Future research could further explore the boundary conditions of the reciprocal relationship by examining additional variables that may mediate or moderate the impact of emotional leadership on job crafting. For example, factors such as organizational culture, team dynamics, or individual differences in personality traits may influence the extent to which emotional leadership translates into jobcrafting behavior. Investigating these potential influences would provide a more comprehensive understanding of how emotional leadership works in different organizational contexts.

Longitudinal studies will also provide valuable insights into how the impact of emotional leadership on trust and job formation evolves over time. Understanding whether the impact of emotional leadership persists or declines over the long term can provide organizations with important information about the longevity and ongoing effectiveness of emotional intelligence training initiatives.

In conclusion, this study contributes significantly to the growing literature on leadership and organizational behavior by empirically validating the important role of emotional leadership in enhancing trust in leaders and encouraging job crafting. The findings highlight the importance of a leader's emotional intelligence in building trust within a team, which enables members to actively shape their roles in ways that promote personal growth and organizational effectiveness. By striving to improve emotional leadership, organizations can create an adaptable, innovative, and engaged workforce that is better equipped to meet the challenges of a rapidly changing business environment.

References

- [1] Bass, B. M., "Does the transactional-transformational leadership paradigm transcend organizational and national boundaries?", *American Psychologist*, Vol. 52, No. 2, 1997, pp. 130-139.
- [2] Berg, J. M., Jane, E. D., and Amy, W., "What is job crafting and why does it matter?", Center for Positive Organizations, 2008.
- [3] Daft, R. L., "The Leadership Experience", 7th ed., Cengage Learning, 2018.
- [4] Dulewicz, V. and Higgs, M., "Assessing leadership styles and organisational context", *Journal of Managerial Psychology*, Vol. 20,

- No. 2, 2005, pp. 105-123.
- [5] Feldman, D. C. and Arnold, H. J., *Managing Individual and Group Behavior in Organizations*, McGraw Hill, 1983.
- [6] Fiedler, F. E., "A Theory of Leadership Effectiveness", McGraw-Hill, 1967.
- [7] Goleman, D., Boyatzis, R., and McKee, A., "Primal leadership: Realizing the power of emotional intelligence", Harvard Business School Press, 2002.
- [8] Jeon, J. W. and Jeon, J. B., "The effect of parental educational support on the mental health of elementary school students: The mediating effects of school life adjustment", *Journal of Korean Education*, Vol. 43, No. 2, 2016, pp. 5-31.
- [9] Jeon, K. H. and Choi, J. H., "The effect of dimension of trust on relational commitment in supplier-buyer relationships", *The Korean Journal of Industrial and Organizational Psychology*, Vol. 18, No. 1, 2005, pp. 1-22.
- [10] Jeong, E. J., "The effects of emotional leadership upon self-efficacy and organizational performance: Focusing on moderating effects of emotional intelligence", Department of Hotel Management Graduate School Kyonggi University, 2015, pp. 81-103.
- [11] Jeong, J. Y., Seo, J., and Roh, T., "The impact of emotional leadership on employees' creativity: The mediation effect of organizational trust and intrinsic motivation", *Journal of Digital Convergence*, Vol. 18, No. 6, 2020, pp. 177-185
- [12] Kang, M. S. and Kim, Y. S., "Mediating effects of sharing emotions on the relationship between psychological capital and organizational commitment of service industry workers", *The Journal of Business Education*, Vol. 36, No. 5, 2022, pp. 121-143.
- [13] Khan, M. M., Mubarik, M. S., and Islam, T., "My meaning is my engagement: Exploring the mediating role of meaning between servant leadership and work engagement", *Leadership & Organization Development Journal*, Vol. 42, No. 6, 2021, pp. 926-941.
- [14] Kim, S. W. and Baek, Y. S., "The effects of emotional leadership on trust in leader and organizational commitment", *Ordo Economics Journal*, Vol. 20, No. 1, 2017, pp. 91-109.
- [15] Kim, Y. H., "The impact of emotional leadership on employees' creativity: The mediation effect of organizational trust and intrinsic motivation", *Journal of Digital Convergence*, Vol. 18, No. 6, 2020, pp. 177-185.
- [16] Lee, C. K., Baek, Y. S., and Ha, J. C., "Analysis of emotional leadership research trends: Focusing on business journals", *Korean Review of Corporation Management*, Vol. 13, No. 2, 2022, pp. 165-181.
- [17] Lee, D. H., "The effect of supervisor's leadership on job crafting and innovative behavior", Department of Advanced Industry Fusion Graduate School of Konkuk University, 2023.
- [18] Lee, S. H. and Park, K. C., "A review of the studies on the relationships between leader's emotional intelligence and their leadership", *Journal of Social Science*, Vol. 11, 2009, pp. 1-26.
- [19] Miao, C., Humphrey, R. H., and Qian, S., "Leader emotional intelligence and subordinate job satisfaction: A meta-analysis of main, mediator, and moderator effects", *Personality and Individual Differences*, Vol. 102, 2016, pp. 13-24.
- [20] Oh, Y. H., "A study on the emotional leadership of food service industry employees on organizational performance: Focused on the mediating effect of trust and organizational culture", The Graduate School of

- Sungkyul University, 2016.
- [21] Park, J. C. and Kwon, B. H., "A study on the structural relationship among coaching leadership, employees' trust in supervisors, innovative behavior, and cooperative behavior of superiors of hotel companies", *Journal of Hotel & Resort*, Vol. 22, No. 4, 2023, pp. 21-42.161-170.
- [22] Scott, S. G. and Bruce, R. A., "Determinants of innovative behavior: A path model of individual innovation in the workplace", *Academy of Management Journal*, Vol. 37, No. 3, 1994, pp. 580-607.
- [23] Seo, Y. P. and Lee, J. G., "The effect of supervisory trust on job engagement and job performance: Mediating role of psychological ownership", *Korean Journal of Business Administration*, Vol. 32, No. 2, 2019, pp. 347-369.
- [24] Song, J. S., "The effect of empowering leadership on intrinsic motivation, job crafting and job performance", *The Journal of the Korea Contents Association*, Vol. 21, No. 3, 2021, pp. 463-477.
- [25] Wrzesniewski, A. and Dutton, J. E., "Crafting a job: Revisioning employees as active crafters of their work", *Academy of Management Review*, Vol. 26, No. 2, 2001, pp. 179-201.
- [26] Yoon, S. H., Pyo, S. T., and Kim, H. Y., "The impact of authentic leadership of nurse managers on nurses' trust and job crafting: Focusing on general hospitals in ulsan metropolitan city", *Journal of Industrial Innovation Research*, Vol. 38, No. 3, 2022, pp. 267-277.

■ Author Profile



Deok-ki Kim

Deok-ki Kim is currently in his second year of the Bachelor's program at Hoseo University Graduate School, where he is majoring in AI Content Convergence. His

academic focus includes areas such as AI content convergence, leadership, and marketing. Professionally, Deok-ki Kim serves as a Sales Manager and Branch Manager at Dr. CHUNG'S FOOD Co., Ltd., where he has accumulated extensive experience. In his role, he has been involved in a range of responsibilities, including overseeing the ERP system, managing supply chain operations, and leading sales and marketing initiatives.



Hong-keun Kim

Hong-keun Kim holds a PhD in Business Administration from the Graduate School of Sejong University, specializing in entrepreneurship, marketing, and leadership.

He currently serves as a Professor in the AI Content Convergence Department at the Hoseo University Graduate School, while also holding the position of Founder, CEO, and Chairman of Dreamtech Co., Ltd. Additionally, he is the President of the Korea Information Technology Application Society and the Senior Vice President of the Korea Franchise Management Association.

Throughout his career, Kim has held numerous leadership roles, including serving as the Dean of the Hoseo University Venture Graduate School, Dean of the Graduate School of Global Entrepreneurship, and Dean of the Graduate School of Business. He has also led the Startup Support Center and the Startup Incubation Center, demonstrating his commitment to fostering entrepreneurship and innovation.