

RESEARCH ARTICLE

Leadership styles, Emotional Intelligence of Indonesian President Joko Widodo, and its impact on Public Trust and Public Satisfaction

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ABSTRACT

Following the declaration of Indonesian independence on August 17, 1945, the country's founding fathers developed the Indonesian state's goals, outlined in the 1945 Constitution's preamble. To attain the intended national goals, the President of the Republic of Indonesia, throughout the era of President Sukarno until now, specifically President Joko Widodo, has enacted numerous policies. This study examines the intricate interplay of leadership styles, emotional intelligence, and their combined impact on public trust and satisfaction in the Indonesian context, specifically focusing on President Joko Widodo. Employing a quantitative research approach, structural and measurement models were meticulously assessed using SmartPLS 3. The study's sample comprises 500 respondents residing in Indonesia's five largest cities: Surabaya, Jakarta, Bali, Bandung, and Banjarmasin, ensuring geographic diversity and urban representation. The research identifies three predominant leadership styles—autocratic, democratic, and transformational—and elucidates their effects on public trust and satisfaction. Furthermore, it explores the moderating role of emotional intelligence in shaping these relationships. The theory of planned behaviour serves as a foundational framework to interpret the cognitive processes behind public trust and satisfaction. The findings of this study contribute significantly to the existing literature by shedding light on the nuanced dynamics between leadership styles, emotional intelligence, and public perception. Such insights can inform policy decisions and leadership development initiatives to enhance trust and satisfaction in leadership roles. This research also underscores the need for a holistic understanding of leadership in the Indonesian context, acknowledging both the multifaceted nature of leadership and the unique cultural dimensions that shape it. Ultimately, it is a valuable resource for scholars, policymakers, and practitioners interested in leadership, emotional intelligence, and public sentiment in Indonesia.

INTRODUCTION

Indonesia, the world's largest island country, is a diverse and complex nation comprising thousands of islands, ethnic groups, and languages (Rosyidin & Kusumawardhana, 2023). With a population exceeding 270 million, the country's governance demands a leader capable of navigating its intricate sociopolitical landscape. In this context, Joko Widodo, often affectionately referred to as "Jokowi," assumed office as the 7th President of Indonesia in 2014, and he was reelected for a second term in 2019. Jokowi's leadership style has been scrutinized and discussed since his rise. Jokowi hails from humble beginnings as a carpenter's son and later became the Mayor of Solo and the Governor of Jakarta before ascending to the presidency (Haryanto et al., 2022). Jokowi's leadership style is often pragmatic and down-to-earth, emphasizing a hands-on approach to governance. This style was particularly evident during his tenure as a local leader, where he gained popularity for addressing basic infrastructure issues, such as improving public transportation and alleviating flood-prone areas (Muthaharia & Yunita, 2021; Rosyidin & Kusumawardhana, 2023).

Several writers have already researched how state leaders fit into the picture of Indonesia's global leadership. With a specific emphasis on the progress in foreign policy, Jemadu and Lantang (2021) contend that during the two presidents' terms in office, Indonesia's foreign policy was heavily influenced by world politics. Both heads of state were self-assured to say that Indonesia should be acknowledged as a major player in global and regional world affairs despite its limited capacity to effectively influence the course of global developments during their respective terms of office. In 1967, Indonesia joined the Association of Southeast Asians as one of its initial participants, and from the 1970s through the 1980s, it was seen as the association's unofficial regional leader. Karim's argument thus highlights the crucial role that a state leader plays in defining the character of his foreign policy undertaking (Bangun et al., 2020; Lanin & Hermanto, 2019; Muthaharia & Yunita, 2021; Rosyidin & Kusumawardhana, 2023).

The presidential system is the cornerstone of Indonesia's political system. The President of Indonesia is an influential figure who is essential in

determining the country's policies, course, and foreign policy (Ahmad, 2021). An effective executive branch and a democratic framework combine to define the Indonesian president. Thus, in this particular political setting, it is critical to comprehend the president's leadership style, emotional intelligence, and the ensuing impact on public trust and contentment. Jokowi, often known as President Joko Widodo of Indonesia, has become a significant player in his country's political scene. Throughout his term as leader, he has made an attempt to tackle difficult issues like social justice, environmental sustainability, infrastructural development, and economic growth (Haryanto et al., 2022; Rosyidin & Kusumawardhana, 2023; Ummatin et al., 2022).

Because political discourse affects international relations and global negotiation, it has gained importance as a field of study within linguistics in recent years. One well-known person in modern politics is President Joko Widodo of Indonesia, whose use of language and communication techniques in addresses abroad has drawn a lot of attention (Gufon et al., 2023). Given Indonesia's growing influence on the international scene, it is crucial to comprehend the practicalities of President Jokowi's communication approach. Harto et al. (2023) acknowledge the significance of a leader's decision-making style and propose that leaders may exhibit selectiveness in adhering to information that aligns with their deeply ingrained belief systems. Understanding global leadership could account for President Widodo's advocacy of democracy and human rights, emphasizing the need for good governance to boost national competitiveness (Rosyidin & Kusumawardhana, 2023).

In contrast, Haryanto et al. (2022) contend that Indonesia has achieved the three policy agendas of stability, democracy, and development to the point that it deserves to be regarded as an emerging democratic power in Asia with bright future prospects. Muthaharia and Yunita (2021) describe how Indonesia became an emergent power despite all the changes and challenges it faced outside the world. Since their study only looks at Indonesia's foreign policy until 2014, it is crucial to look at its continuity and change, particularly in light of President Joko Widodo's (henceforth referred to as Widodo) election

in 2014. While President Widodo will receive a more in-depth examination, the research spans President Widodo's This is done to show how how Indonesia's foreign leadership is conceptualized and implemented has changed over time (Ahmad, 2021; Jemadu & Lantang, 2021; Rosyidin & Kusumawardhana, 2023). Muthaharia and Yunita (2021) created the most recent study of the relationship between Indonesia's ascent to prominence and its aspirations to take the lead in both regional and international affairs. However, Indonesia, as a powerhouse in the Indo-Pacific, begs the question of whether there is solid proof that Indonesia has such a strong desire to participate in the ongoing power struggle in the area (Jemadu & Lantang, 2021). A more pragmatic reading would contend that Indonesia's claim to be the world's maritime pivot is primarily intended to safeguard its territorial seas, with no overt intention of participating actively and assertively in the strategic rivalry between superpowers. Saying that Indonesia aspires to be a regional maritime power would be at odds with the country's actual material or military might, which may serve as the foundation for such a goal (Rosyidin & Kusumawardhana, 2023; Rumata & Nugraha, 2020).

Another argument is emotional intelligence, which is "the capacity to recognize, comprehend, control, and make good use of one's own and other people's feelings" (Bangun et al., 2020). It is crucial in determining how leaders interact with their citizens, reach decisions, and handle the difficulties of governing. Leaders with high emotional intelligence are seen as sympathetic, approachable, and able to comprehend and resolve the issues of their coworkers. As such, emotional intelligence can be a powerful tool in fostering public trust and contentment (Kumari et al., 2022; Thapa & Parimoo, 2022).

In Indonesia, public satisfaction with public service is a critical issue, especially at the regional government level, which is very close to the community (Nor et al., 2021). The local government has not implemented more democratic political change, and neither administrative reform nor public-oriented administration has succeeded. Implementing democratic and participatory management and administration, prioritizing public interest and satisfaction is unattainable for regional governments.

Public service nevertheless becomes inescapably linked to an authoritative culture (Caillier, 2020; Munir et al., 2023). The bureaucracy's interests continue to take precedence over the general population's.

This study carefully examines Jokowi's leadership styles and emotional intelligence and how they affect public happiness and trust. It does this by filling a vacuum in the literature within the larger theoretical framework of leadership studies. Utilizing well-established theories, such as the theory of planned behaviour and the great man hypothesis. Additionally, by emphasizing the necessity of context-specific analysis in various political situations, this work adds to the larger conversation on leadership. By thoroughly investigating President Jokowi's leadership styles, emotional intelligence, and their impact on public trust and satisfaction, this study seeks to close the gap in the literature. The researcher will lay a solid framework for our research by combining the findings of prior studies on trust, emotional intelligence, and leadership styles in an Indonesian setting. In this study, the following objectives for research were pursued:

- To examine whether the emotional intelligence of leaders has a moderating role between autocratic leadership style and public trust.
- To examine whether the emotional intelligence of leaders has a moderating role between autocratic leadership style and public satisfaction.
- To examine whether the emotional intelligence of leaders has a moderating role between democratic leadership style and public trust.
- To examine whether the emotional intelligence of leaders has a moderating role between democratic leadership style and public satisfaction.
- To examine whether the emotional intelligence of leaders has a moderating role between transformational leadership style and public trust
- To examine whether the emotional intelligence of leaders has a moderating role between transformational leadership style and public satisfaction.

LITERATURE REVIEW

Indonesian president Joko Widodo

The elected president typically possesses the three categories of political authority listed below in democracies that adopt the presidential form of government. It is a constitutional power to start. The second is the president's political authority as a well-known public figure representing the party they are affiliated with. According to Muthaharia and Yunita (2021), the third is the president's ability to sway public opinion and persuade the populace. President rhetoric refers to how the president exercises this authority (Muthaharia & Yunita, 2021).

As Indonesia's seventh and present leader, Joko Widodo, also known as Jokowi, is an Indonesian leader and entrepreneur born on June 21, 1961, in Mulyono. Jokowi was the nation's first president who did not come from the parliamentary or army establishment and was a member of the Indonesian Democratic Party of Struggle (PDI-P). Before that, he was mayor of Surakarta from 2005 to 2012 and governor of Jakarta from 2012 to 2014. Jokowi selected Jusuf Kalla to be his running mate when he was nominated as the PDI-P's candidate in the 2014 presidential election (Rosyidin & Kusumawardhana, 2023; Sidabutar & Zakrimal, 2020). Jokowi took office on October 20, 2014, having defeated Prabowo Subianto, who challenged the election results. Since becoming president, Jokowi has prioritized infrastructure development, economic expansion, and advancing his expansive health and education programs (Jemadu & Lantang, 2021; Muthaharia & Yunita, 2021). His administration has intensely focused on "protecting Indonesia's sovereignty" regarding foreign policy. Examples include destroying illicit foreign fishing vessels and prioritizing and scheduling the death penalty for narcotics smugglers (Ahmad, 2021). The latter occurred despite strong complaints and representations from other countries, such as France and Australia. In 2019, he emerged victorious over Prabowo Subianto again to win a second, five-year term in office (Rosyidin & Kusumawardhana, 2023). President Widodo concurs with his predecessor that Indonesia needs to show leadership in democracy and human rights as a regional power in Southeast Asia. Additionally, he wants to demonstrate how he personally interprets this type of leadership

by adding fresh components based on his top policy priorities and current issues (Muthaharia & Yunita, 2021). There are several reasons why it is plausible to state that President Widodo has created his own understanding of the significance of Indonesia's leadership in advancing democracy and human rights (Jemadu & Lantang, 2021). First, the president appears committed to opposing the notion of a worldwide Islamic caliphate, given the growing power of Islamic radical groups attempting to propagate it. To this end, he has introduced a moderate interpretation of Islam. Another significant project by Widodo to aid in the development of an Islamic civilization that is consistent with modernity and democracy is the formation of the Indonesian Islamic International University by Presidential Regulation No. 57/2016 (Ahmad, 2021; Rosyidin & Kusumawardhana, 2023).

Thus, similar to his predecessor, Widodo seeks to highlight Indonesia's role in advancing democracy. Still, he is also more overt in leveraging the country's ability to serve as an example for the Islamic world and counterbalance to more extreme and barbaric interpretations of religious doctrine (Ahmad, 2021; Jemadu & Lantang, 2021). Furthermore, the president is responding to the accusation that Indonesian Islamic scholars have little influence among intellectuals in the Islamic world by establishing a university as Indonesia's means of serving as an intellectual centre for moderate Islam (Rosyidin & Kusumawardhana, 2023). Lastly, President Widodo's determination to enable Indonesian democracy to achieve the desired results for a country that places a high value on its economic growth is another noteworthy aspect of Indonesia's dedication to global leadership for advancing the rule of law (Sidabutar & Zakrimal, 2020).

Policies by Joko Widodo

As a pillar of his administration, President Jokowi prioritised infrastructure development. The "Indonesia Infrastructure Initiative," started under his administration, was designed to upgrade the nation's road, port, airport, and train systems (Manik et al., 2023). The high-speed railway between Jakarta and Bandung is among the most noteworthy constructions. To increase economic development, streamline regulations, and draw

in foreign investment, the Jokowi administration implemented economic reforms. Efforts were made to streamline bureaucratic procedures and make conducting business in Indonesia easier as part of these reforms (Rosyidin & Kusumawardhana, 2023). Jokowi extended the nation's national healthcare program, known as *Jaminan Kesehatan Nasional (JKN)*, to give a more significant percentage of the populace access to healthcare services. The administration started social programs, such as cash transfer programs and support for small-scale farmers, intending to lower poverty and income disparity (Manik et al., 2023). Through measures to improve maritime security and advance the maritime economy, Jokowi's administration aimed to fortify Indonesia's marine industry. The President implemented policies to deal with environmental problems, such as initiatives to stop illicit fishing and lessen deforestation. By assisting new businesses and increasing internet connectivity in remote places, the government supported the growth of Indonesia's digital economy (Ahmad, 2021; Jemadu & Lantang, 2021). To raise the standard of education in Indonesia, Jokowi's administration invested in educational facilities and programs, including steps to broaden access to higher education. With an emphasis on renewable energy sources, efforts were undertaken to enhance energy production and decrease energy subsidies. The Jokowi administration responded to security issues and counterterrorism by acting (Muthaharia & Yunita, 2021; Rosyidin & Kusumawardhana, 2023; Sidabutar & Zakrimal, 2020).

Theory of Planned Behaviour

The Path-Goal Theory posits that no one-size-fits-all leadership style applies to every situation. Instead, effective leaders must adapt their leadership styles to different circumstances, recognizing when to employ a specific approach (Antonakis & House, 2014). For instance, leaders may need to assume an autocratic stance during emergencies. At the same time, in situations requiring swift execution of orders, a transactional style may be appropriate, where rewards are offered for achieving objectives and penalties for noncompliance. Conducting a thorough situational assessment becomes paramount, as it aids in the judicious selection of the most suitable

leadership style for a given context (Ashidiqi & Arundina, 2017). In essence, the Path-Goal Theory advocates that leaders clarify for their subordinates the optimal path to achieve desired goals and the associated rewards (Emrah Kanat & Özkan, 2009). According to the TPB, three main factors affect people's intentions to engage in a particular behaviour: their attitude toward the behaviour, subjective norm (perceived social pressure to engage or not engage in the behaviour), and perceived behavioural control (perceptions of the ease or difficulty of performing the behaviour). Jokowi's leadership styles, including his pragmatism and relatability, can shape the public's attitudes and subjective norms. For example, if his leadership styles are positively perceived, it can lead to favourable attitudes and social norms supporting trust and satisfaction (Ashidiqi & Arundina, 2017). Jokowi's empathetic communication and adaptability exemplify how emotional intelligence can affect attitudes and subjective norms. Empathetic leadership will likely foster positive attitudes and social norms related to trust and satisfaction (Abdullahi et al., 2020). The TPB also suggests that intentions to engage in a behaviour (in this case, trusting and being satisfied with Jokowi's leadership) are strong predictors of actual behaviour. Therefore, if the public's intentions are positively influenced by attitudes, subjective norms, and perceived behavioural control, it will likely result in higher levels of trust and satisfaction (Ebrahim et al., 2022).

Great Man Theory

Examining the research on leadership throughout history reveals specific characteristics or attributes of leaders (Rüzgar, 2019). The idea of leadership is crucial to maintaining prosperity and success for humanity, which is the reason for this interest in the subject. For instance, Sun Tzu's masterwork, *The Art of War*, emphasizes the value of leadership. Among the most crucial leadership qualities are discernment, dependability, bravery, determination, empathy, and the ability to appreciate others (Ummatin et al., 2022). It is emphasized that each quality has a distinct function. Fairness, intelligence, courage, and virtue are cited as the most crucial qualities of a leader. All of the great people's creations throughout human

history have been tagged as "pioneers," "rescuers," or "heroes." Despite their existence throughout history, Thomas Carlyle first examined these "great men" in-depth and philosophically in his essay "On Heroes," published in 1841. Ummatin et al. (2022) assert that even though material phenomena, or seemingly flawless and ready-made things, have their origins in the minds of "great men," They contend that societies are established to worship great persons and that human history is the history of great men. As previously stated, the theory holds that great leaders are not created; instead, they are born with the ability to lead. As a result, the notion presents leaders as mythical and heroic. It would be crucial to highlight a truth at this time regarding the theory's designation of magnificent "man," not "woman." Ummatin et al. (2022) claim that the leading cause of this was the perception that leadership, particularly military leadership, was predominantly a male attribute at the time. Its fundamental tenet is that male gender leadership is natural, behaviorally shown, and established by biology. Consequently, it can be concluded that women were left out of the theory due to the previously stated causes, as well as the small number of women in leadership roles during that time (Manik et al., 2023; Rüzgar, 2019; Ummatin et al., 2022).

Autocratic Leadership Style

Personalized control over every group individual's action and minimal input characterize this leadership style. When making decisions, autocratic leaders typically rely on their opinions and judgments rather than listening to their followers' suggestions, necessitating total and authoritarian authority over the group. Oh et al. (2023) According to Munir et al. (2023), these leaders want their followers to carry out their orders. When there is a uniform workforce, and the leader is intelligent, just, and has a solid grasp of the followers, autocratic leadership may be helpful in crises (Jony et al., 2019). Nevertheless, exercising dictatorial control is justified in certain situations. It is crucial when a business is dealing with a crisis or an urgent issue that needs to be addressed immediately (Caillier, 2020; Jony et al., 2019). Munir et al. (2023) define autocratic leadership as behaviours that consolidate power and oversee all decision-making, enabling a leader to dictate every facet

of an employee's behaviour without considering their input (Alviani et al., 2023). Examples of activities are leading a team, giving them instructions, and making exclusive decisions. While democratic leaders seek consensus and confer with others before making important decisions, authoritarian leaders make decisions on their own (Costa et al., 2023). While the latter offers guidance, enables others to make the best use of their skills and abilities, and places a higher priority on the social aspects of group work, the former also prefers to set strict regulations, manage procedures, and maintain formal, professional connections with those under them (Hai et al., 2021). Previous research has primarily concentrated on political leadership, but it has yet to thoroughly examine the many leadership philosophies that President Joko Widodo has used (Rosyidin & Kusumawardhana, 2023). Current research highlights the necessity of doing a more thorough analysis of leadership styles within the political environment of Indonesia.

Democratic Leadership Style

The process of persuading others to pursue a common objective is known as leadership, a crucial managerial ability in an organization (Munir et al., 2023). A competent leader uses the tools and guides workers' actions to accomplish the company's objectives. The practice of persuading and motivating people to collaborate to achieve a common goal is known as leadership. An individual's leadership style varies depending on the circumstances and is not hereditary. A democratic leader uses deliberative forums to reach consensus while accepting and appreciating staff members' and subordinates' thoughts, opinions, and advice (Thapa & Parimoo, 2022). According to Naidu (2023), this kind of leader is proactive, driven, responsible, and maintains order in all aspects of the organization. A clear delegation of authority and responsibility goes hand in hand with task division, encouraging active member engagement. Democratic leaders value each person's potential and pay attention to the counsel and recommendations of their subordinates. They acknowledge the proficiency of experts in making the best use of members' abilities under the right circumstances. Democratic leadership, sometimes called participatory or collective leadership, is a

type of leadership in which group members actively participate in decision-making (Makhdoom & Daas, 2022). Decision-making is decentralized, and quality is recognized and rewarded in a democratic system (Hassan & Basit).

On the contrary, it is proposed that subordinates may make bad decisions based on their input as employees or subordinates (Haryanto et al., 2022). This has a detrimental effect on the company and could lead to staff turnover. Democratic leadership may seem ideal in theory, but it is frequently hampered by a slow decision-making process, and even seemingly achievable results always require a great deal of time and work (Ebrahim et al., 2022). On the other hand, when other people are allowed to express their ideas, this can result in improved concepts and creative solutions to issues (Allafchi, 2017; Ardi et al., 2020). Previous research has primarily concentrated on political leadership, but it has not thoroughly examined the many leadership philosophies that President Joko Widodo has used. Recent research highlights the necessity for a more thorough analysis of democratic leadership style in the Indonesian political setting.

Transformational Leadership Style

According to Costa et al. (2023), transformational leadership is a process in which leaders must assist staff members in reaching a higher degree of inspiration and spirit at work. Transformational leaders can inspire followers to realize their own potential and overcome personal challenges to work toward the organization's overall success. According to Haryanto et al. (2022), transformational leadership is an activity that simultaneously enhances the leader's capacity for leadership and religious beliefs, motivating staff to produce exceptional achievements. People are inspired and motivated to strive toward group success by transformational leaders. Ebrahim et al. (2022), who contend that a transformative leadership style boosts supporters' devotion, trust, and productivity, further support this. According to Ardi et al. (2020), behavioural stability in a leader's transformational leadership style raises the significance of their decisions and sense of self-worth. Stable behaviour in transformational leadership styles is necessary for successfully responding to the shifting outside leadership environment, according to

research by Costa et al. (2023), which revealed that the effects of using transformational leadership when paired with a liberal leadership style are undesirable. Researchers like Jony et al. (2019) and Makhdoom and Daas (2022) have demonstrated a strong correlation between transformational leadership style and public trust and satisfaction. This is because leaders who engage in transformational leadership can encourage their followers to go beyond themselves to carry out tasks more effectively.

Additionally, by expanding and improving their targets, leaders can instil confidence in their team members to carry out leadership objectives consistently (Haryanto et al., 2022). Inspiring organizational members, empathizing with staff, and guiding them in an inspiring manner to work jointly towards the shared objectives of the organization are all good uses of the transformational leadership style, according to Jony et al. (2019); Makhdoom and Daas (2022). This can cause others to behave with very high will and spirit to accomplish the overall efforts implemented for the public. A thorough examination of transformational leadership's suitability in a particular setting, such as Indonesia, is frequently absent from the literature. While some studies may have looked at these leadership philosophies separately, they frequently need to pay more attention to comparing and contrasting how each affects public satisfaction and trust. While Manik et al. (2023) and Nuddin et al. (2023) have conducted recent research, they have yet to specifically examine the relationship between public trust and satisfaction and the dynamics of leadership styles in Indonesia.

Emotional Intelligence

According to Costa et al. (2023), emotional intelligence is the ability to identify one's own feelings and those of others, motivate oneself, and effectively manage emotions both within oneself and in interpersonal relationships. Leaders who use autocratic, democratic, or transformational leadership styles may be able to assess their own emotions and those of their followers and use this knowledge to guide their decisions and actions (Bangun et al., 2020; Thapa & Parimoo, 2022). The autocratic leadership style has a well-organized chain of command in which authority and directives are strictly enforced to guarantee

compliance and conformity (Liao et al., 2022). It is crucial to remember that, while not the most popular leadership style, autocratic leadership can be quite successful in situations where the leader possesses high emotional intelligence. Costa et al. (2023) state that communicating emotions is crucial for social influence. This is because comprehension of individuals allows for the knowledge of their expression and intentions (Thapa & Parimoo, 2022). However, in a democratic leadership style, followers or subordinates of a leader take a more active role in decision-making and execution, which boosts employee happiness and aids in team members' skill development (Abdullahi et al., 2020). Employee performance is more likely to improve when a leader keeps a close eye on them and communicates with them frequently and supportively. According to Costa et al. (2023), a transformative leader inspires self-esteem, establishes a clear vision and mission, and wins respect and trust through attractiveness. The transformational leader usually focuses on finding concepts that help the organization develop toward realizing the company's vision (Jain & Obhi, 2022). According to Bangun et al. (2020) and Jain and Obhi (2022), a transformational leader can effectively reduce conflicts within the organization by understanding the needs and thoughts of subordinates, mainly when using a personal approach. This helps subordinates respect leadership decisions and supports leaders in overcoming any inflexible framework. Later, Bangun et al. (2020) and Jain and Obhi (2022) expanded on the four elements of transformational leadership. A crucial component of leadership is emotional intelligence; however, there needs to be more research on President Joko Widodo's emotional intelligence and how it relates to his leadership. Rosyidin and Kusumawardhana's (2023) research highlights the importance of emotional intelligence in political leaders, necessitating an investigation into the presence and impact of emotional intelligence on President Widodo's leadership.

Public Trust

According to Alviani et al. (2023), trust is the belief held by the public that public service providers can deliver quality care and consistently work to address the community's needs over the long run.

Adverse effects, including the deterioration of the government's reputation, will result from the inability of the government to uphold public trust (Yang et al., 2014). If this occurs, the primary reform priority should be to rebuild public trust in the government (Bangun et al., 2020). The inability of service providers to offer community services is referred to as "service failure" (Caillier, 2020). Voting is one way for the public to voice their disapproval of public service delivery failures (Hu et al., 2020).

Furthermore, individuals can switch to private services and cease using government services (Lanin & Hermanto, 2019). According to Munir et al. (2023), the public's faith in service providers can be influenced by prior experiences. To preserve their reputation and practice good governance, the government and service providers must win over the public's trust. Several variables, such as the leader's behaviour, statements, policies, and the larger political and social environment, shape the complex emotion of trust in a political leader. Many Indonesians believe in Jokowi because he is a realistic, approachable leader who prioritizes measurable outcomes and infrastructural development (Hu et al., 2020; Nor et al., 2021). His proactive crisis management approach, prompt response to natural disasters, and initiatives to combat corruption and enhance transparency have further strengthened this confidence.

Nonetheless, it is critical to recognize that various circumstances, such as political difficulties, continuous policy decisions, and economic stability, can impact public trust. The Indonesian people are still assessing Jokowi's leadership, and a key component of his administration has been his ability to manage the challenges of governance while upholding popular confidence (Lanin & Hermanto, 2019; Munir et al., 2023). Trust is a fundamental element of effective leadership and governance. Public trust in leaders is often linked to their leadership styles and emotional intelligence. The literature in this area needs a comprehensive analysis of how Jokowi's leadership styles and emotional intelligence affect public trust and satisfaction. Recent studies by Gufron et al. (2023) highlight the significance of trust in Indonesian politics, but they do not delve into the specific leadership traits of Jokowi.

Public Satisfaction

The model developed by Bangun et al. (2020) and Jain and Obhi (2022) demonstrates the noteworthy impact of satisfaction on the public, underscoring that public service rendered by the government leads to contentment. Trust in governance, voice and political efficacy, political engagement, and macro-scale public welfare are all impacted by public satisfaction (Caillier, 2020; Hu et al., 2020; Lanin & Hermanto, 2019). However, many people need to pay more attention to these factors. Many citizens who value his results-oriented approach have approved his emphasis on pragmatic infrastructure development, poverty reduction, and a "man of the people" image (Lanin & Hermanto, 2019; Munir et al., 2023). Specific populations are more satisfied because of observable advancements in disaster response, connection, and mobility.

Nonetheless, obstacles still exist, and public contentment also depends on factors like employment prospects, economic stability, and opinions about the nation's general course. Like any leader, President Jokowi has his detractors and admirers, which means that the public's contentment with his presidency is a complex and dynamic feature that changes over time in response to the ongoing challenges of Indonesian governance. Quratulain and Khan (2015) and Xie et al. (2022) defined satisfaction as the degree to which an individual feels satisfied with the performance or perceived outcomes concerning their expectations. Community satisfaction is either joy or disappointment stemming from comparing actual vs. imagined accomplishments or products. The perception of service quality is the primary element influencing public satisfaction, according to Xie et al. (2022). Sure, researchers, including those on public satisfaction, subsequently expanded upon consumer satisfaction. Public satisfaction provides a

comprehensive public view of regional and national services and is used to assess the quality of products and services offered by the government (Caillier, 2020; Hu et al., 2020). Xie et al. (2022) assessed the effectiveness of e-government and public satisfaction with government openness. Public satisfaction is also influenced by the calibre of services rendered by the government, including the effectiveness of administrative personnel. Recent studies examining the relationship between public trust and satisfaction in the Indonesian political environment, leadership styles, and emotional intelligence have yet to be explored. As indicated by recent surveys (Ahmad, 2021; Jemadu & Lantang, 2021), public trust is important, underscoring the need for additional empirical research in this field.

Hypotheses development and conceptual framework

According to past literature, some hypotheses have developed below:

H1: The emotional intelligence of leaders has a moderating role between autocratic leadership style and public trust.

H2: The emotional intelligence of leaders has a moderating role between autocratic leadership style and public satisfaction.

H3: The emotional intelligence of leaders has a moderating role between democratic leadership style and public trust...

H4: The emotional intelligence of leaders has a moderating role between democratic leadership style and public satisfaction.

H5: The emotional intelligence of leaders has a moderating role between transformational leadership style and public trust.

H6: The emotional intelligence of leaders has a moderating role between transformational leadership style and public satisfaction.

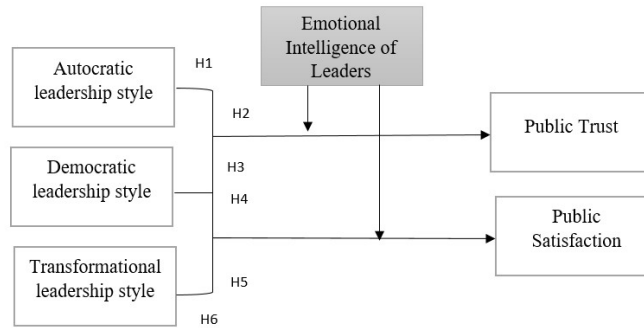


Figure 1: Conceptual framework

METHODOLOGY

The core purpose of this investigation research was to assess the factors leading to public trust and public satisfaction in five major cities in Indonesia. Jakarta, Bali, Surabaya, Bandung, and Banjarmasin. Moreover, this study investigated the role of leadership styles and emotional intelligence of Indonesian President Joko Widodo. One moderating variable, emotional intelligence, of leaders, played its part between three types of leadership as an independent variable and two dependent variables, public trust and public satisfaction. These relationships build a research model based on a gap to be filled for better results. The research utilized a quantitative approach for empirical data and testing the hypotheses.

Research methods

This quantitative research measures the two outcome variables in the presence of different leadership styles. The study emphasizes a cross-sectional time horizon, which involved collecting only once from the respondents. The research method used for data collection was survey-based, where adapted questionnaires were distributed among the target population to gather the primary data.

Population and sampling

The population for this study was in five major cities in Indonesia. Jakarta, Bali, Surabaya, Bandung, and Banjarmasin. The sample size was 500 individuals living in five major cities in Indonesia. Jakarta, Bali, Surabaya, Bandung, and Banjarmasin: 100 individuals from each city were surveyed for data collection based on a questionnaire. The sampling technique was convenience sampling, which selected individuals based on their accessibility and availability within the population of interest. The primary data source for this research was the participants themselves.

The data collection process involved administering adapted questionnaires to citizens of different cities in Indonesia. The adapted questionnaires were based on existing scales and were modified to suit the research context.

Data collection technique

The technique utilized in this research for data collection was a survey-based approach. The adapted questionnaires based on closed-ended questions were distributed among the citizens of different cities in Indonesia. The participants were requested to respond to the questionnaire items based on a predefined 5-point Likert scale, with responses ranging from strongly agree to strongly disagree. The questionnaires were administered in hardcopy format, allowing participants to complete them conveniently.

Data analysis

The collected data was analyzed using SMART PLS (Partial Least Squares), a statistical software package suitable for structural equation modelling. SMART PLS was used to assess the reliability of the data, examine the measurement model, and analyze the effects of the predictor variables on the mediating and dependent variables. The analysis aimed to provide empirical evidence regarding the relationship between autocratic leadership style, democratic leadership style, and transformational leadership style on public satisfaction, public trust, and the moderating role of emotional intelligence.

Instrument

An adapted questionnaire was used as an instrument under the survey method for this research to collect the primary data. The instrument consists of three parts to measure the proposed research model and test the hypotheses: instructions and

explanation, demographical information, and variable items. The first part was about the instructions and information; the second part of the questionnaire focused on collecting demographic information from the respondents. The third and final part of the questionnaire was regarding the specific items to measure different constructs. The items are adapted from various sources and have been selected based on their relevance to the respective constructs. The three types of leadership styles were determined using the scale of Abdullahi et al. (2020); 8 items were adapted against the autocratic leadership style, 7 items were adapted against the democratic leadership style, and 7 items were adapted against the transformational leadership style. The moderating variable, the Emotional Intelligence of Leaders, was also measured by adopting the 6-item scale of Abdullahi et al. (2020). The dependent variable, public trust, was measured by Lanin & Hermanto (2019), where 4 items were added to the questionnaire. The other dependent variable, public satisfaction, was measured using the scale developed by Lanin & Hermanto (2019) and 4 items were also adapted for this variable.

RESULTS AND DISCUSSION

The present study determines the leadership styles and emotional intelligence of Indonesian President Joko Widodo and its impact on public trust and satisfaction. The relationship shows that autocratic leadership style, democratic leadership style, and transformational leadership styles impact public trust, public satisfaction, and the moderating role of emotional intelligence, as well as a theory of planned

behaviour involved. The structural and measurement models were assessed with SmartPLS3 (Purwanto et al., 2021).

The demographic data and descriptive statistics of the sample (N = 500) for the current study are shown in Table 1. Public trust, public contentment, and the moderating influence of emotional intelligence are all impacted by the interplay between authoritarian, democratic, and transformational leadership styles. Descriptive statistics are used to list and characterize a dataset's main features. These statistics provide a basic overview of the information in terms of central tendency, variability, and other relevant data. It provides a summary that emphasizes the substantial dataset and its measurements, in addition to summarizing, emphasizing, and condensing the noteworthy characteristics of a dataset applied in a particular investigation (Dash & Paul, 2021). The model's study revealed that 500 people resided in Indonesia's five largest cities. Surabaya, Jakarta, Bali, Bandung, and Banjarmasin The first table shows that 56% of the individuals were male and 44% were female. 18% were under 25, 26% were between 25 and 40, 34% were between 40 and 60, and 22% were over 60. The qualifying rate for those with undergraduate degrees was 42%; for those with postgraduate degrees, it was 36%; for others, it was 22%. The model's study revealed that 500 people resided in Indonesia's five largest cities. Surabaya, Jakarta, Bali, Bandung, and Banjarmasin: Every city had 100 respondents in the poll. Table 1 shows the demographic profile of individuals.

Table 1: Demographic profile

Table 1: Measurement of mental health

Demography	Description	No. of Responses	%
Gender	Male	280	56
	Female	220	44
Age	Less than 25	90	18
	25-40	130	26
	40-60	170	34
	More than 60	110	22
Education	Under-graduate	210	42
	Post-graduate	180	36
	Others	110	22
Cities	Jakarta	100	20
	Bali	100	20
	Surabaya	100	20
	Bandung	100	20
	Banjarmasin	100	20

In quantitative research, a measurement model—also referred to as a confirmatory factor analysis (CFA) model—is a statistical method used to evaluate the measurement qualities of a collection of observed variables or indicators. It is often used to validate the measurement methods employed in a study in market research, psychology, and the social sciences. To support the observable variables, the measurement model looks at the connections between the latent constructs (Purwanto, 2021). Two measures of "internal consistency reliability, composite reliability (CR) and Cronbach's alpha, are typically used when assessing the consistency or reliability of a set of observed variables on a measuring scale. In psychometrics, they are often used to evaluate the

precision of scales and questionnaires. There exist variations in the computation and comprehension of the objectives, notwithstanding their similarity (Cheah et al., 2020). Table 2 displays the average variance, Cronbach alpha, and composite reliability of the variables utilized in this investigation. The autocratic leadership style value of average variance was 0.562, the democratic leadership style value of average variance was 0.713, the transformational leadership style value of average variance was 0.558, the emotional intelligence of leaders value of average variance extracted 0.661, the public satisfaction value of average variance extracted 0.766, and the public trust value of average variance extracted 0.806.

Table 2: Composite reliability, Cronbach's Alpha and AVE values

Constructs/Items	CA	Rho-A	CR	AVE
Autocratic leadership style	0.888	0.910	0.910	0.562
Democratic leadership style	0.799	0.802	0.882	0.713
Emotional Intelligence of Leaders	0.897	0.900	0.921	0.661
Public Satisfaction	0.848	0.848	0.908	0.766
Public Trust	0.879	0.879	0.926	0.806
Transformational leadership style	0.867	0.873	0.898	0.558

"Note: CR=composite reliability; AVE=average variance extracted; CA= Cronbach's Alpha"

In statistical techniques, "discriminant validity" refers to a measuring tool's capacity to reliably identify factors or elements that are theoretically meant to be distinct (Purwanto, 2021). This includes questionnaires and surveys. After it was determined

that all conditions for the validity and reliability of the variables had been satisfied, structural route analysis research was carried out. The HTMT values that were less than one further emphasized the discriminant validity. In Table 4, the HTMT values were displayed.

Table 3: Discriminant validity

	ALS	DLS	EIL	PS	PT	TLS
Autocratic leadership style	0.750					
Democratic leadership style	0.683	0.845				
Emotional Intelligence of Leaders	-0.692	-0.556	0.813			
Public Satisfaction	0.767	0.546	-0.666	0.875		
Public Trust	0.738	0.602	-0.771	0.654	0.898	
Transformational leadership style	0.715	0.590	-0.556	0.603	0.656	0.747

In a regression model, the R-square indicates the extent to which the independent variables can explain the variance in the dependent variable. While the value of R² might vary significantly according to the study region, the path coefficients are necessary for the study to be considered essential. The

recommended values of 0.19, 0.33, and 0.67 are considered low, modest, and substantial (Purwanto, 2021). Table 4 shows that the R square values for public satisfaction were 0.767 and public trust were 0.697, respectively.

Table 4: Assessment of R square

R ²
Public Satisfaction 0.767
Public Trust 0.697

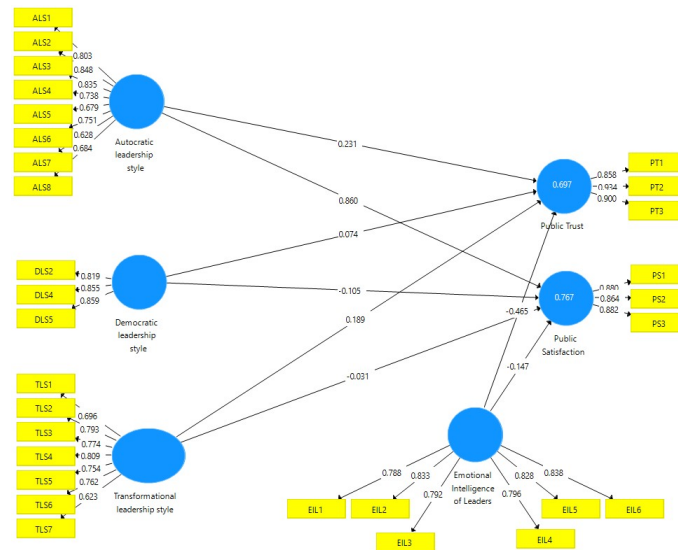


Figure 2: Assessment of algorithm

Using a PLS-SEM approach, the external loading of lower-order structures was examined. The results indicate that all builds have Cronbach's alpha values greater than 0.789. Consequently, the survey's measurements all exhibit high consistency (Purwanto, 2021). The measurement model is valid since the average variance extracted (AVE) exceeds the cutoff of 0.50. Figure 2 illustrates that, aside from "DLS1, DLS3, DLS6, and DLS7," there is no issue with any other variables.

The structural model route coefficients that support the postulated relationships were statistically determined using the PLS-SEM bootstrapping method. Structural equation modelling (SEM) is a statistical technique to investigate complex relationships between latent (unobserved) and apparent variables. A helpful method evaluates measurement models and structural models at the same time by combining parts from route assessment, regression evaluation, and

component analysis (Cheah et al., 2020; Purwanto et al., 2021). The suggested structural model's average fit quality metrics are shown. Table 5 displays the standardized coefficients and the relevant t- and p-values. The results of the hypothesis testing are shown in Table 5 and Figure 2. Table 5 shows that the four assumptions—H1, H2, H3, H4, and H5—are all justified. In statistical analysis and research, the influence or impact of a third variable, the moderator, on the connection between two other variables, the independent and dependent variables, is referred to as a moderating effect. Essentially, a moderating effect is useful for identifying the conditions or subjects for whom a link between two variables is stronger, weaker, or even skewed. According to Purwanto (2021), it is relevant when there is an erratic or weak relationship between the independent and dependent variables.

Table 5: Moderating effect

	Relationships	Original Sample	T Statistics	p Values	Decision
H1	Autocratic leadership style* Emotional Intelligence of Leaders -> Public Trust	0.231	2.398	0.014	Supported
H2	Autocratic leadership style* Emotional Intelligence of Leaders -> Public Satisfaction	0.860	12.218	0.000	Supported
H3	Democratic leadership style* Emotional Intelligence of Leaders -> Public Trust	0.115	2.256	0.025	Supported
H4	Democratic leadership style* Emotional Intelligence of Leaders -> Public Satisfaction	0.090	2.246	0.025	Supported
H5	Transformational leadership style* Emotional Intelligence of Leaders -> Public Trust	0.189	2.728	0.007	Supported
H6	Transformational leadership style* Emotional Intelligence of Leaders -> Public Satisfaction	-0.131	2.979	0.001	Supported

The result shows that the emotional intelligence of leaders has a moderating role between autocratic leadership style and public trust (T value=2.398, P value= 0.014). Autocratic leadership, characterized by centralized decision-making and limited input from subordinates, can often be met with scepticism, especially in democratic settings like Indonesia. However, Jokowi's case showcases that when leaders possess high emotional intelligence, they can mitigate some of the negative perceptions associated with autocratic leadership. First, Jokowi's emotional intelligence enables him to communicate and implement his autocratic decisions with greater empathy and understanding. This aligns with the idea that emotionally intelligent leaders are better at navigating interpersonal relationships and can convey their decisions in a way that acknowledges and addresses the concerns and emotions of their constituents (Allafchi, 2017). Second, emotional intelligence helps Jokowi effectively manage the potential backlash from an autocratic leadership style. Jokowi's ability to read and respond to the public's emotions allows him to adjust. The result shows that the emotional intelligence of leaders has a moderating role between autocratic leadership style and public satisfaction (T value=12.218, P value= 0.000). However, it is essential to recognize that this moderation effect is complex. While emotional intelligence can buffer some negative perceptions of autocratic leadership, it does not eliminate concerns. There may still be segments of the population who

view autocratic decision-making with scepticism, and the effectiveness of this moderation may depend on the specific decisions and actions taken by the leader. The result shows that the emotional intelligence of leaders has a moderating role between democratic leadership style and public trust (T value=2.256, P value= 0.025). One of the many ethical lessons that can be taught is how to trust the government (Costa et al., 2023). Trust is a crucial ethical issue. According to a study, making the public feel confident in public sector organizations and societal institutions is a crucial way to build public trust in the government. This is because public service is not conducted in a competitive environment, and the application of commercial aspects could be more relevant in public service. The result shows that the emotional intelligence of leaders has a moderating role between democratic leadership style and public satisfaction (T value=2.246, P value= 0.025). Because of his high emotional intelligence, Jokowi's democratic leadership style probably has a more significant beneficial effect on public contentment. Leaders who possess emotional intelligence are better able to interact, communicate, and relate to the general population. Strong emotional intelligence enables leaders to connect and build trust by comprehending and managing their people's feelings and worries (Hai et al., 2021).

The result shows that the emotional intelligence of leaders has a moderating role between transformational leadership style and public trust

(T value=2.728, P value= 0.007). Public trust will naturally fall when people believe the government cannot fulfil its duties (Ishfaq et al., 2022). In a larger sense, citizen pleasure can lead to well-being in society by fostering a belief in political efficacy, voice, governance, and political engagement (Liao et al., 2022; Makhdoom & Daas, 2022). However, many people needed to be made aware of it and make an effort to bring about change in a recognized manner (Munir et al., 2023; Muthaharia

& Yunita, 2021). The result shows that the emotional intelligence of leaders has a moderating role between transformational leadership style and public satisfaction (T value=2.979, P value= 0.001). According to Kumari et al. (2022), public satisfaction offers a thorough public perspective of regional and national services. It evaluates the calibre of goods and services the government provides. Ishfaq et al. (2022) analyzed public satisfaction with government transparency to evaluate the efficacy of e-government.

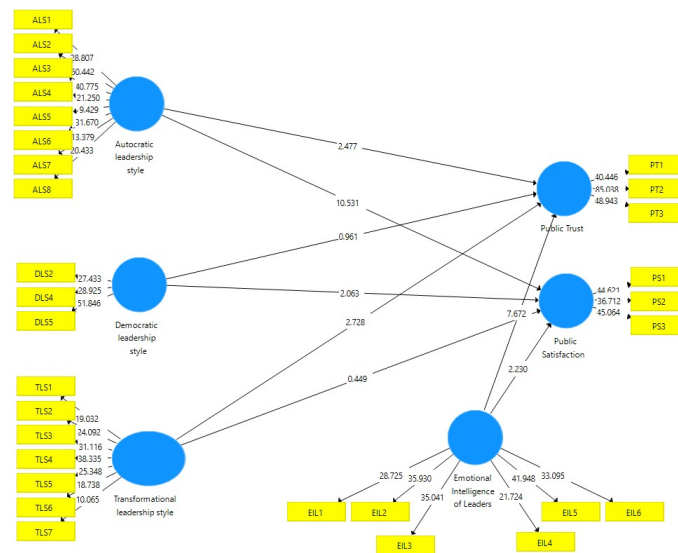


Figure 3: Assessment of bootstrapping

Using a PLS-SEM approach, the external loading of lower-order structures was examined. The results indicate that all builds have Cronbach's alpha values greater than 0.789. Consequently, the survey's measurements all exhibit high consistency (Purwanto et al., 2021). The measurement model is valid since the average variance extracted (AVE) exceeds the cutoff of 0.50. Figure 3 illustrates that, aside from "DLS1, DLS3, DLS6, and DLS7," there is no issue with any other variables.

CONCLUSION AND IMPLICATIONS

The government should enhance the leadership styles and emotional intelligence of Indonesian President Joko Widodo to improve public trust and satisfaction. At the same time, they should reduce organizational politics within the government. This approach also makes it clear that raising public satisfaction with essential services can boost trust in regional

government. The research's innovative findings centre on the internal and external responsibilities of managers in enhancing public satisfaction and trust in regional administration. In the meantime, an advancement to enhance the current models includes internal politics as a variable.

Regarding resource persons, Joko Widodo's grasp of politics, economics, and government and his openness to hearing the viewpoints of others, particularly those from intellectual circles, inspired him to be a skilled speaker. However, due to the relatively high workload and Joko Widodo's limited proficiency in each work unit, he can't give technical instructions to the personnel. Concerning Joko Widodo's field supervision, the observation was only useful while the mayor of Solo was in office because the city was just 4 km square. When training candidates for leadership, Joko Widodo's official auction seeks to select individuals who possess competence and

integrity. This way, when the candidates assume government, they can serve the public interest to the fullest and avoid misusing their position.

There are theoretical and practical implications for this study. Joko Widodo found it simpler to implement good governance because of his model behaviour and the staff's regard, confidence, and respect. The community's support for Joko Widodo's leadership to continue developing for the advancement of the country's social economy may also be influenced by this example. In terms of inspiring and motivating, Joko Widodo's leadership inspires and motivates the staff. Joko Widodo's inspiring leadership style for staff members aligns with the belief of Rosyidin and Kusumawardhana (2023), who assert that one of the qualities Indonesian government officials should cultivate is initiative, which translates to inspiration. Furthermore, more research is necessary to elucidate the results of Sidabutar and Zakrimal (2020), which showed that political efficacy, political involvement, and the demand for social welfare are all influenced by a person's trust in the government. Subsequent scholars will concentrate on the internal workings of government and incorporate novel factors such as public trust and satisfaction. Individuals under Joko Widodo's leadership will be encouraged and motivated to work hard for the company, which includes giving the community better services. Regarding inventiveness and creativity, Joko Widodo exemplifies these qualities. Individuals with inventive and creative leaders also naturally aspire to be innovative and creative individuals. The government will perform better as this desire grows, particularly in serving the community's needs. The author claims the furniture industry experience, think tank support, information technology development, organizational experience, and government experience are some aspects that impact Joko Widodo's growth of inventive and creative behaviour.

The results demonstrate President Joko Widodo's public speaking prowess and receptivity to many points of view, particularly those from academic circles. However, given his heavy workload and lack of expertise in many areas, he might need help to provide staff with technical instructions. The report notes that competence and integrity are prioritized in Joko Widodo's formal selection

process for leadership roles. This strategy guarantees that leaders are equipped to protect the public interest and refrain from abusing their power. The study emphasizes how raising public satisfaction with basic services can increase confidence in local government. This research highlights how crucial it is to offer high-quality public services to increase public confidence in governmental institutions. A complex interaction of cultural variables with deep historical and societal origins in the Indonesian environment greatly influences leadership. A strong sense of collectivism is fundamental to Indonesian leadership, where collective cohesion and consensus-building take precedence over individualism. Another crucial aspect of culture is respect for authority since hierarchical systems and subservience to leaders are commonplace. A strong emphasis on family and community extends leadership networks into interpersonal interactions.

The study's conclusions offer a public service model for regional governments tasked with providing the general public with essential health and educational services. Regional administrators are required to provide these two services. In decentralized government systems, the degree of satisfaction with both services significantly impacts the level of public trust in the regional government. When regional governments cannot deliver adequate basic services, people view them untrustworthy. With this service model, regional governments will be able to identify areas for improvement, offer high-quality services, and finally win over the public's trust. A leader's style has a positive impact on public trust and satisfaction. Individuals prefer to work in open environments to discuss and exchange ideas. People fearlessly report any wrongdoing to their leaders. The people get satisfied and gain confidence due to this sense of ownership.

Limitations and Future Research

In light of the previously stated observations, it is necessary to note a shortcoming in the author's methodology. Despite the current study's theoretical and practical implications, some limitations should be addressed to recommend future lines of inquiry. Initially, we gathered information via a poll limited to gauge the public's opinion of Joko Widodo's leadership approaches. Future studies could use

data from members' outcomes or actual performance output to describe how different leadership philosophies—democratic, transformational, and autocratic—affect public involvement. Second, because this study was conducted among residents of Indonesia's five largest cities, its generalizability is restricted. Bandung, Surabaya, Jakarta, Bali, and Banjarmasin to assess the consequences of democratic, transformational, and autocratic leadership, future research should gather samples from various countries. Even though 500 respondents from Indonesia's five biggest cities participated in the study, it is possible that this does not accurately reflect the country's total population. Because Indonesia is a multicultural nation, the conclusions may not hold for smaller towns, cities, or rural areas. Thirdly, a significant portion of the data may come from self-reporting, which is subject to bias. People might not always precisely express how they feel or what they perceive, especially when it comes to delicate subjects like leadership trust. It appears that the study is cross-sectional, implying that data are collected at a certain moment. Longitudinal data would better establish causality and offer more significant insights into how these characteristics change over time. Lastly, the theory of planned behaviour, emotional intelligence, and leadership styles are the main topics of the study. Other variables, including governmental stability, media influence, and economic situations, could affect public happiness and trust were not considered.

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