

The Influence of Transformational Leadership on Creative Performance Mediated by Trust in Supervisor at PT Pertamina Hulu Rokan

Muzammir^a, Adi Rahmat^{a*}, Wita Dwika Listihana^b

^a Magister of Management, Postgraduate Program, Universitas Lancang Kuning, Indonesia.

^b Faculty of Economics and Business, Undergraduate Program, Universitas Lancang Kuning, Indonesia.

ABSTRACT

The aim of this research is to examine the influence by analyzing the impact of Transformational Leadership on Creative Performance, mediated by Trust In Supervisor, at Pertamina Hulu Rokan. The population in this study comprises all employees working in the Field Operations Department in Duri, totaling 60 employees, with a sample size of 59 respondents. Data collection was conducted using a questionnaire distributed through Google Forms. The data analysis technique employed in this research is Structural Equation Modeling (SEM), utilizing SmartPLS 3.0 as the data processing tool. The results of this study indicate that Transformational Leadership has a significant direct impact on the Creative Performance of employees in the Field Operations Department at PT. Pertamina Hulu Rokan. Transformational Leadership also has a significant direct impact on Trust in Supervisor for employees in the same department. The Trust in Supervisor variable also has a significant direct impact on the Creative Performance of employees in the Field Operations Department. The research findings also reveal that Trust in Supervisor is capable of mediating the relationship between Transformational Leadership and Creative Performance of employees in the Field Operations Department at PT. Pertamina Hulu Rokan. This implies that the better the Trust in Supervisor, the more it will influence the relationship between Organizational Support Perception and Creative Performance

ARTICLE HISTORY

Received 1 Oktober 2023
Revised 10 Oktober 2023
Accepted 28 Oktober 2023

KEYWORDS

Transformational leadership,
creative performance,
mediated by trust in supervisor

Introduction

Humans in an organizational context have an integral role which includes functions as determiners, actors and planners. Their role is very decisive in achieving organizational goals and significantly influences organizational development. Humans, as resources, have very different attributes from non-human factors of production, due to the diversity of their feelings, thoughts, desires, and backgrounds. In addition, humans have insatiable needs, which means that their needs continue to develop over time. These needs include everything they want to have, achieve and enjoy, and this encourages them to be active in the world of work.

The current era of globalization has a significant impact on the job market and society in general. Society is a central element in company operations, and therefore, companies are faced with the task of managing human resources well to achieve organizational goals efficiently and on schedule. Organizations realize that human productivity plays a major

* CORRESPONDING AUTHOR. Email: adirahmat@unilak.ac.id

role in their success, and the role of society in implementing work is very important within the framework of organizational activities. As stated by Robert (as quoted in Bangun, 2012), the main problem that arises in the era of globalization is related to the limited number of employees available for each organization. Therefore, effective and strategic management is needed to improve employee performance in carrying out their duties.

In an effort to find quality workers, having strong competencies is a key factor, both in the long and short term. Optimal performance from employees will lead the company towards growth in accordance with the company's vision, and achieve results as expected. Therefore, competency development is a vital aspect in ensuring that employees have the skills and attitudes appropriate to their field of expertise, to achieve the best results in the organizational work context.

Creativity is a very important educational and life demand at this time. Creativity will produce various innovations and new developments in life. Creative individuals and organizations will always be needed by their environment because they can meet the needs of an ever-changing environment and are able to survive in dynamic and tight global competition.

A dynamic business requires employees who are competent in their field. One of the competencies that must be developed by every organization is creativity and innovation competency. Through creative and innovative employees, organizations can create brilliant ideas about the best products and services. Creative people have high initiative in changing conditions for the better and benefit the organization. According to Uno (2012: 154), creativity is the ability to find or get new ideas and solve problems, therefore creativity needs to be increased in an effort to solve all the problems faced in life. Plucker (Kaufman, et al. 2008:1), creativity is the interaction between talent or intelligence, process and environment so that a person or group is able to produce new and useful products. Creativity can also be interpreted as a set of individual attitudes and abilities that are directed at producing original ideas (Fisher in Anita Isa and Jamil Ahmad, 2012). Creativity begins with creative thinking to generate ideas in order to solve problems, make improvements, increase productivity, increase effectiveness and add value (Maimunah in Anita Isa and Jamil Ahmad, 2012).

Trust in leadership is a key element that plays a central role in improving organizational performance. In this context, trust in leadership has a positive impact on employee performance, encouraging them to go above and beyond their daily tasks. According to Greenleaf (1998), the importance of building trust in leadership is that this can stimulate employee productivity by giving them extra motivation to give their best.

Therefore, service-based leadership is becoming increasingly relevant. Leaders who practice service-based leadership usually have strong integrity and follow strong values. This creates trust among followers, who see their leaders as consistent and reliable role models. In social exchange theory, a strong, mutually beneficial relationship between subordinates and leaders builds trust. In this context, trust in leadership describes the extent to which subordinates respond positively to the support they receive from their leaders (Rahmad et al., 2022; Rahmasari et al., 2022; Rahmat, 2022).

Trust in leadership, as proposed by Cohen (1992), creates a foundation for effective collaboration and helps motivate employees to achieve better results. Therefore, it is

important for organizations to understand the importance of building and maintaining trust in the relationship between leaders and subordinates, as this has a major impact on the overall performance and productivity of the organization.

The oil and gas industry in Indonesia is still one of the largest commodities driving the national economy. In the era of the old operator (Chevron) of the Rokan block before it was taken over by PHR, there was a change in Leadership culture during the transition period where before all work rules were always guided by United States rules, after being taken over by PHR the leadership or Supervisors had to try to change their mindset. or the mindset of following Indonesian regulations which cannot be separated from internal or external factors in making decisions and policies for a job.

During the transition period, each officer is also required to create new innovations or creative performances to increase crude oil production and reduce production costs for each barrel of crude oil lifted, however, the innovations carried out by each officer cannot yet be fully implemented due to this transition period, this is an obstacle. both regarding the rules or regulations in PHR and the team's organizational constraints because they have not fully adopted the existing organization at Pertamina.

The main problem that still occurs in the oil and gas industry in Indonesia is that there is a fairly large gap between oil production and crude oil demand which has an impact on the large burden of crude oil imports. This is what underlies Pertamina (Persero) as a State-Owned Enterprise which is responsible for meeting national crude oil needs in order to maintain national energy security. One way to increase national crude oil production, Pertamina (Persero) through upstream subholding is implementing a diversification strategy through the method of acquiring oil and natural gas blocks in Indonesia which still have large oil and natural gas reserves as well as forming new business units in the business sector upstream to manage the acquired blocks. Pertamina Hulu Rokan (PHR) is a business unit of Pertamina (Persero) as part of the upstream subholding which is given the mandate and responsibility to manage the Rokan block to achieve the vision and mission of Pertamina (Persero) in accordance with the rules of values.

Pertamina Hulu Rokan (PHR) is a subsidiary of Indonesia's largest energy company, Pertamina (Persero), which produces around 25% of Indonesia's crude oil. PHR has an operating area of 71,590 Km², more than 46,300 workers, and annual operating revenue of USD 1.75 Billion in 2022. PHR is a pioneer in the adoption and application of AI in the upstream oil & gas industry in Indonesia.

Theoretical support

Personality Constructive Development Theory

According to Kuhnert and Lewis (1987) in Sugianti (2020), the concept of transformational leadership was first introduced by James MacGregor Burn in 1978 in his book on Leadership which identified two types of political leadership, namely transformational and transactional. Furthermore, this concept was finally applied by Bass (in Sugianti, 2020) to organizational management. Burn (1978) and Bass (1985) in Sugianti (2020) identified that leaders are actions and the impact of these actions on other people. This transformational leadership theory was clarified and developed using the Constructive Personality Development Theory (Constructive/Developmental Personality

Theory) outlined by Robert Kegan. This theory describes in detail the personality variables that give rise to individual experiences (growth in understanding both interpersonally and intrapersonally).

According to Burn (1978) in Sugianti, 2020, transactional leadership occurs when someone takes the initiative to make contact with other people with the aim of exchanging something of value. Meanwhile, transformational leadership is based more on employee compliance, which involves a shift in employee beliefs, needs and values. In addition, transactional leaders often consider how to increase and maintain the quantity and quality of employee performance by replacing employee performance with rewards. In contrast, transformational leaders seek to increase employee awareness of the organization. Increasing employee awareness requires leaders who have a strong vision, self-confidence, and the power to influence employees. Constructive Personality Development (Constructive/Developmental Personality Theory) underlies the emergence of the leadership style variable, namely transformational leadership.

Creative performance

Creativity is simply defined as the production of new, appropriate ideas in the realm of human activity, from science, to art, education, business, and everyday life (Amabile, 1997). Oldham and Cummings (1996) define creative performance as a product, idea, or procedure that satisfies two conditions. First, they are new and original. Second, they are potentially relevant, or useful to an organization. Then, from these two definitions, Choi (2004) again defines creativity as the generation of new products or original ideas where the product is useful and relevant, while creative performance is a behavioral manifestation of creative potential.

In addition, Luthans, Avey, and Luthans (2011) state that creative performance involves behavior in which a person's creative potential is realized. Then, Williams (2004) defines creative performance as the extent to which ideas are conveyed, work methods are used, and the resulting work output is a new and useful product. Furthermore, citing the opinions of several researchers, Eisenberger and Armeli (1997) in CE Shalley, J Zhou, GR Oldham (2004) stated that creative performance refers to novel behavior that meets a standard of quality or utility.

These three definitions from experts again emphasize that creative performance is a manifestation of behavior to create new ideas regarding new and useful outputs, methods and products. Zhou and George (2001) in their research argue that creative performance is measured by the extent to which creative performance behaviors characterize or describe the employee's self. Zhou and George's (2001) opinion emphasize that creative performance is not centered on the intensity of the behavior's occurrence. However, to what extent these behavioral manifestations become characteristics or describe a person's self. In an organizational context, this means how the behavioral manifestation of creative potential becomes a characteristic or describes the employee's self.

Creative performance refers to "the extent to which employees generate new and useful ideas for the company and workplace processes" (De Stobbeleir., Ashford., & Buyens., 2011). Creativity in organizations cannot be separated from what is called divergent thinking. Divergent thinking arises from gathering different types of information. In research, Carmeli et al., (2013) found that the process of forming creative ideas can be strengthened when individuals are exposed to different information. Therefore,

withholding information can hinder the acquisition of information from others, thus destroying divergent thought processes.

Jun song et al (2017) stated that cognitive and affective processes are embedded in the creative process. The cognitive processes embedded in the creative process include information acquisition, divergent thinking, and idea generation. Meanwhile, the affective process is reflected in the affective factors felt by employees. An employee with a positive affective state tends to engage in creative thinking thereby achieving increased creative performance.

Based on the definitions proposed by previous experts, it can be concluded that what is meant by creative performance is the behavioral manifestation of the creative process which has become an individual characteristic so that innovative ideas are conveyed and produce something new and appropriate solutions to solve problems in every domain of human activity. as well as being a source of organizational innovation and the key to long-term continuity and success. Creative performance is the result of a combination of ability, thinking and obtaining information that gives birth to new ideas and can be assessed from work results that produce innovative output

Transformational leadership

Transformational leadership consists of two combinations of words, namely, leadership which has the meaning of someone who directs and coordinates, also transformational which comes from the word to transform which means changing one form to another. So, if we define transformational leadership, it is leadership that must be able to change something. ideas into reality or turning a concept into real action.

Transformational leadership can provide motivation and inspiration to every employee. Transformational leadership seeks to develop employee roles in a better and more profitable direction for employees and overall can benefit the organization in terms of increased organizational productivity. Transformational leadership is a situation where the followers of a transformational leader feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than what was initially expected of them.

According to Putra Rustamaji et al. (2017: 5) say that transformational leadership is an attitude that represents an individual's view of a superior's attitude in directing employees with the aim of improving performance, prioritizing the interests of subordinates and team members, and providing something that subordinates need, such as giving awards."

Furthermore, according to Wibowo (2017: 193), transformational leadership is a leadership perspective that explains how leaders change organizational teams by creating, communicating and modeling a vision for an organization or work unit and inspiring workers to strive to achieve that vision.

Apart from that, according to Achmad Sudiro (2018: 145) suggests that transformational leadership is a leadership style used by a manager, if he wants a group to expand boundaries and have performance beyond the status quo, or beyond a completely new set of organizational goals. Meanwhile, according to Bass (1985) in Lee and Hidayat (2018), transformational leadership is a leader who creates a vision and environment that can motivate employees for achievement. In this case, employees feel trust, admiration,

loyalty and respect for the leader so that employees are motivated to do more than expected, and often what is expected can be achieved (Lee and Hidayat, 2018).

Trust In Supervisor

Trust is conceptualized in various ways related to situations involving personal conflict, unclear outcomes and problem solving. Trust is belief in the integrity, fairness and reliability of a person or organization (Dizgah, Farahbod, & Khoeni, 2011). Furthermore, trust is the willingness of one party to accept actions taken by another party and results in cooperation, especially in large organizations, according to Robbins (in Rakmawati and Darmanto 2014: 85).

Meanwhile, according to Matthai (in Lubis's 2018 research), Trust is a feeling of self-confidence that employees have that when facing uncertain or risky situations, the leader's behavior and words show consistency and are very helpful. For Griffin, trust is confidence in one's behavior in order to achieve a desired but uncertain goal in a risky situation. Butler identifies the conditions that support trust into 11 things, namely: differences, availability, competence, fairness, integrity, loyalty, openness, overall trust, fulfillment of promises and willingness to accept (Laschinger et al; 2001: 8).

Hypothesis Development

A potential factor that can improve employee creative performance, namely transformational leadership, in this case is considered a very useful leadership style because transformational leaders can motivate employees to bring new and unique ideas for better organizational performance (Saleem & Mahmood, 2019: 103) . Transformational leaders can increase employee creativity both directly and indirectly by making the organizational culture more innovative and encouraging their employees to frequently discuss the latest ideas (Jung et al., 2003: 12).

Research on organizations has recognized the important role of interpersonal trust for individual and organizational functioning (McAllister, 1995: 611). A number of studies have found that trust in leaders successfully mediates the relationship between individual perceptions of leaders, transformational leadership and follower attitudes (Dirks & Ferrin, 2002: 712). So it can be assumed that transformational leaders will foster employee trust through perceptions of the characteristics of transformational leadership itself (Braun et al., 2013: 272). When employees have developed great trust in leaders, employees will work extra in doing work more creatively (Bass, 1985: 16).

The influence of employee transformational leadership has indeed been proven to positively influence employee creativity, this is in line with the results of previous research (Mittal & Dhar, 2015: 902; Khalili, 2016: 10). However, this influence will be more significant if there is trust in the leader. Trust in leaders can be a bridge between the influence of transformational leadership on employee creativity, because the trust felt by employees shows that employees feel the leader will provide support without feeling afraid of being opposed when employees propose creative ideas.

Research Framework

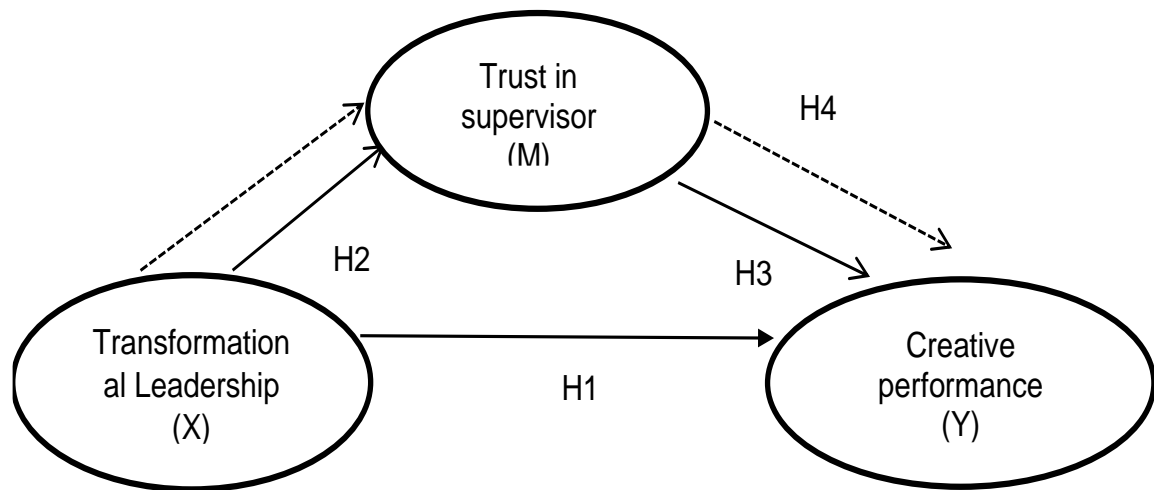


Figure 1. Research Framework.

Research method

Quantitative Method

The type of this research is descriptive research. Descriptive research is aimed at describing aspects of phenomena that are new and interesting to research. This model only explains what happened and does not explain whether what happened was good or bad, had a positive or negative impact (Ferdinand, 2014: 99). Meanwhile, the design of this research is quantitative, which is a method for researching a certain population or sample, the sampling technique is generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing predetermined hypotheses (Sugiyono, 2015: 14). Quantitative research aims to show relationships between variables, test theories and test generalizations that have predictive value (Sugiyono, 2016: 14).

This research seeks to examine the influence of transformational leadership on creative performance with supervisor trust as a mediator. The data sources used in this research are primary data and secondary data. Primary data is data obtained and collected by researchers directly from research objects, such as questionnaires. Meanwhile, secondary data is data that is already available and collected by the first party (data collection agency) which is then taken by researchers, such as data on the number of employees and employee performance.

Results

Analisis SEM-PLS

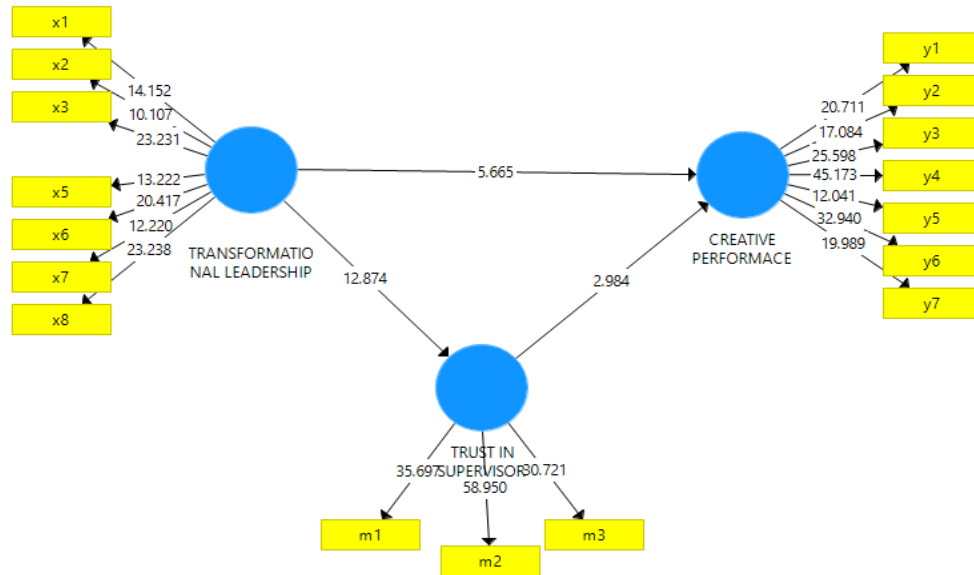


Figure 2. Path Chart.

Significance Test Results

Table 1. Significance Test Results

Relationship between variables		Path Coefficient		Significance Level	
Eksogen	Endogen	Coeff.	P-value	value	Ket.
Transformastional Leadership	Creative Performance	0.857	0.000	P<0.005	Significant Positive
Transformastional Leadership	Trust In Supervisor	0.784	0.000	P<0.005	Significant Positive
Trust In Supervisor	Creative Performance	0.324	0.003	P<0.005	Significant Positive

Notes. Data Olahan, 2023

The Influence of Transformastional Leadership on the Creative Performance of employees in the Field Operations Department of Duri PT. Pertamina Hulu Rokan with a tstatistic value of 18.960 > 1.658 (ttable) with a p-value of 0.000 < 0.05. The influence coefficient value = 0.857 which shows the direction of positive influence so it can be concluded that the first hypothesis (H1) is accepted which means Transformastional Leadership (X1) has a positive effect on the Creative Performance (Y) of employees of the Field Operations Department of Duri PT. Pertamina Hulu Rokan.

The Influence of Transformastional Leadership on Trust in Supervisors in the Field Operations Department of Duri PT. Pertamina Hulu Rokan with a tstatistic value of 12.874 > 1.658 (ttable) with a p-value of 0.000 < 0.05. The influence coefficient value = 0.784 which shows the direction of positive influence so it can be concluded that the second hypothesis (H2) is accepted, which means that Transformastional Leadership has a Department of Duri PT. Pertamina Hulu Rokan.

The Influence of Trust in Supervisor on the Creative Performance of Employees in the Field Operations Department of Duri PT. Pertamina Hulu Rokan with a t-statistic value of $2.984 > 1.658$ (t_{table}) with a p-value of $0.003 < 0.05$. The influence coefficient value = 0.324 which shows the direction of positive influence so it can be concluded that the third hypothesis (H3) is accepted, which means that Trust in Supervisor has a positive and significant effect on the Creative Performance of Employees in the Field Operations Department of Duri PT. Pertamina Hulu Rokan.

Discussions

Based on the research results, it is known that Transformational Leadership has a direct influence on the Creative Performance of Duri PT Field Operations Department. Pertamina Hulu Rokan, this is because leaders who give freedom to work to their subordinates in accordance with company regulations and legacy will create and produce the best work/ideas/ideas for the interests and profits of the company, so that the output of business profits generated by the company will be increased rapidly.

Transformational leadership can change and shape employee behavior and encourage them to think creatively (Afsar et al., 2014: 2). With transformational leadership, it will certainly influence employees to realize the creative performance that exists within them. Employees will convey their creative ideas, work methods that will be used, and the resulting work output will be a product that is new and useful for the Company. Solving a very complicated problem is not absolutely done using existing theories, but can be done using ideas, work or work experience of subordinates who already have more experience in their respective fields.

Transformational leaders can empower employees by increasing their creative performance through the leader's important role in making the organizational climate more innovative and creative (Gumusluoglu & Ilsev, 2009: 15). With a leader who is transformational, each individual subordinate will be proactive and volunteer in providing input that can increase income for the Company or provide cost savings (efficiency) for the Company, expenses that are not really needed for operations can be repurposed for activities. others that are productive and provide positive value for the Company. Transformational leaders can improve employee creative performance both directly and indirectly by making the organizational culture more innovative and encouraging employees to frequently discuss the ideas they have (Jung et al., 2003: 20)

Transformational leadership in this case is considered a very useful leadership style because transformational leaders can motivate employees to bring new and unique ideas for better organizational performance (Saleem & Mahmood, 2019: 103). Leaders who have a transformational nature will be an example and role model for their subordinates and the organization. If in an organization there is a job with a target that is needed quickly, then each employee will automatically carry out the job happily and sincerely in completing it, without any doubt. a form of coercion and intimidation.

The results of this research are in line with research conducted by Bidisha Banerjee, Elisa Alén and Bhumika Gupta (2017), Ida Ayu Dewi Wijayanti, and I Wayan Gede Supartha (2019) and Dewiana Novitasari, dkk (2021) who proves that transformational leadership

influences creative performance. The better the transformational leadership in a company, the more creative the employee performance will be.

Based on the research results, it is known that Transformational Leadership has a direct and significant effect on Employee Trust in Supervisors in the Field Operations Department of Duri PT. Pertamina Hulu Rokan, this is because with trust in supervisors there will be a harmonious and collaborative relationship, so that all targeted work can be achieved easily and safely. Leadership is also a process that humans experience in social life, meaning that in their life's humans need leaders and leadership. Leadership can be defined as the process of influencing and directing employees in carrying out the work that has been assigned to them.

In transformational leadership, subordinates have a very positive view of their leaders such as a good level of trust, loyalty and respect and have high motivation beyond what is expected. Basically, every human being wants the results of their performance or work to be appreciated as part of optimal achievement, with there is trust in the Supervisor in their daily work so that maximum results or output will be obtained for the Company.

Trust is considered an important element in building effective leadership so that it can help employees improve their performance optimally (Saleem & Mahmood, 2019: 107). Trust is built between leaders and employees, in the form of leaders treating their employees fairly (Maulding et al., 2012: 10). Transformational leadership is considered to enable employees to be psychologically empowered by developing a sense of trust in the organization and the two are positively connected (Gumusluoglu & Ilsev, 2009: 23).

Individual consideration is a core aspect of transformational leadership practice, so employees will tend to understand the characteristics of a transformational leader who provides lessons and kindness. This, in turn, will grow employees' trust in leaders (Pachler et al., 2019: 163). Leaders must stimulate followers by empowering and developing trust among employees. So, with the role of transformational leadership in an organization, it is able to build trust in its leaders. Building trust in its leaders is certainly not achieved easily and instantly, but it takes time and learning for a leader to be trusted by his subordinates. In an organization or in a company, there are many leaders who can lead a job, but some leaders cannot lead and protect their subordinates. This is one of the concentrations in creating trust between leaders and their subordinates.

Based on the research results, it is known that Trust in Supervisor has a significant effect on the Creative Performance of Employees in the Field Operations Department of Duri PT. Pertamina Hulu Rokan, this is because if there is trust in the supervisor truly and without other factors, then the work/ideas/ideas will automatically be born from the subordinates by themselves without any coercion or encouragement from other parties, a good supervisor and full of experience, quite responsible for work from a leadership perspective and responsible for paying attention to the career paths of his subordinates, detailed matters related to work in the field should have been completed by members or subordinates.

Burke et al., (2007: 10) show that trust in positive leaders can manifest in desired outcomes such as more positive attitudes and behavior. Javed et al., (2018: 711) said that trust in leaders can create a work environment that is able to provide psychological safety for employees, which in turn stimulates employees to work harder and produce creative performance. Meanwhile, psychological safety is defined as "a feeling of being able to demonstrate and carry out one's work without fear of negative consequences for one's self-image, status or career," namely a mental state in which employees feel their environment can provide freedom to speak and suggest new ideas without feeling embarrassed or afraid. laughed at (Javed et al., 2018: 708). Trust in a leader can lead to confidence among employees that the leader has good leadership abilities and maintains a good work environment (Gao et al., 2011: 781).

In addition, the influence of trust tends to facilitate creativity because trust encourages the free exchange of ideas (Edmondson, 1999: 356). When employees show trust in leaders, employees will experience increased abilities and greater creative performance by sharing ideas or opinions and helping employees create effective collaboration within the organization (Zhang & Zhou, 2014: 151). Employees who trust their leaders perceive their leaders as caring, protective and kind people so they feel safer to be more involved in their work and try new ways of doing their work (May et al., 2004: 33). This means that the higher the employee's trust in the leader, the higher the employee's level of creativity, but conversely, the lower the employee's trust in the leader, the lower the creativity.

The results of this research are in line with research conducted by Indra Setiawan and Muhammad Ekhsan (2021) and Bilal Afsar Mariam Masood (2017) which shows that Trust in Supervisor has a positive and significant effect on Creative Performance. The higher the level of trust an employee has in their leader, the better the employee's Creative Performance will be, so that the resulting targets or achievements will be greater, both in terms of quality and quantity, which in the end can provide maximum benefits for the Company and also for the employee alone.

Based on the research results, it is known that Trust in Supervisor is able to mediate the relationship between Transformational Leadership and Creative Performance of Employees in the Field Operations Department of Duri PT. Pertamina Hulu Rokan, this is because the influence of trust in supervisors greatly influences leadership in a company to produce optimal ideas/ideas/work for the progress of a company, a supervisor must be a good role model and loyal to the company he leads so that a relationship will be established. good family relations in order to achieve performance that is oriented towards company business profits, the method or style in leading each supervisor must reflect ethics that can be an example or role model for their subordinates.

A potential factor that can improve employee creative performance, namely transformational leadership, in this case is considered a very useful leadership style because transformational leaders can motivate employees to bring new and unique ideas for better organizational performance (Saleem & Mahmood, 2019: 103). Transformational leaders can increase employee creativity both directly and indirectly by

making the organizational culture more innovative and encouraging their employees to frequently discuss the latest ideas (Jung et al., 2003: 12).

Research on organizations has recognized the important role of interpersonal trust for individual and organizational functioning (McAllister, 1995: 611). A number of studies have found that trust in leaders successfully mediates the relationship between individual perceptions of leaders, transformational leadership and follower attitudes (Dirks & Ferrin, 2002: 712). So it can be assumed that transformational leaders will foster employee trust through perceptions of the characteristics of transformational leadership itself (Braun et al., 2013: 272). When employees have developed great trust in leaders, employees will work extra in doing work more creatively (Bass, 1985: 16). Transformational leadership will have a broad impact and give freedom to subordinates to produce creative work or ideas, especially coupled with trust in the leader, to produce trust a leader must first provide a good example or behavior so that his subordinates automatically will believe in it without any element of coercion or intimidation in a job.

The influence of employee transformational leadership has indeed been proven to positively influence employee creativity, this is in line with the results of previous research (Mittal & Dhar, 2015: 902; Khalili, 2016: 10). However, this influence will be more significant if there is trust in the leader. Trust in leaders can be a bridge between the influence of transformational leadership on employee creativity, because the trust felt by employees shows that employees feel the leader will provide support without feeling afraid of being opposed when employees propose creative ideas.

Conclusion

Based on the results of the research and discussion used in accordance with the proposed hypothesis, the following conclusions can be drawn:

1. Transformational Leadership has a direct and significant influence on the Creative Performance of Employees in the Field Operations Department of Duri PT. Pertamina Hulu Rokan. This means that the better Transformational Leadership will increase the Creative Performance of Employees in the Field Operations Department of Duri PT. Pertamina Hulu Rokan. Likewise, vice versa, if Transformational Leadership is not good, it will reduce Creative Performance.
2. Transformational Leadership has a direct and significant influence on Trust in Supervisor Employees in the Field Operations Department of Duri PT. Pertamina Hulu Rokan. This means that the better the Transformational Leadership, the more Trust in Supervisor Employees in the Duri PT Field Operations Department will increase. Pertamina Hulu Rokan. Likewise, vice versa, if Transformational Leadership is not good, it will reduce Creative Performance
3. Trust in Supervisor has a direct and significant influence on the Creative Performance of Employees in the Field Operations Department of Duri PT. Pertamina Hulu Rokan. This means that if employees have good Trust in Supervisor, it will increase Creative Performance. Or in other words, the better the Trust in Supervisor, the better the Creative Performance. Vice versa, if the employee's Trust in Supervisor gets worse, the Creative Performance will get worse too.
4. Based on the research results, it is known that Trust in Supervisor is able to mediate the relationship between Transformational Leadership and Creative Performance of

Employees in the Field Operations Department of Duri PT. Pertamina Hulu Rokan. This means that the better Trust in Supervisor will influence the relationship between Perceived Organizational Support and Creative Performance.

Acknowledgement

We thank the anonymous reviewers for their valuable support and guidance in improving the quality of the paper. Furthermore, we thank Adi Rahmat and Wita Dwika Listihana for his feedback on earlier versions of the paper. Besides, we also thank Universitas Lancang Kuning, Indonesia, for their assistance and support along the undertaken of this research.

Disclosure statement

No potential conflict of interest was reported by the authors.

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