

The Relationship between Organizational Trust and Employee Creativity Mediated by Leader Member Exchange (LMX)

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Abstract:- This study aims to determine the relationship between Organizational Trust and Employee Creativity Mediated by Leader Member Exchange (LMX) This research approach was conducted with a quantitative method. There are several variables in this study, among others: Employee Creativity (EC), Organization Trust (OT), Employee Creativity (EC), and Relationship between Superiors and Subordinates (Leader Member Exchange-LMX). Researchers used questionnaires as research instruments. Respondents were selected using the Purposive Random Sampling method. The sample in this study consisted of 60 employees consisting of echelon 3, 4 officials and also the personal staff. Based on the research results, it can be concluded: There is a relationship between organizational trust (OT) and the relationship between superiors and subordinates (LMX), meaning that the higher the OT, the LMX also increase; There is no relationship between the relationship between superiors and subordinates (LMX) with employee creativity (EC); there is a relationship between organizational trust (OT) and employee creativity (EC). There is no relationship between organizational trust (OT) and employee creativity (EC) mediated by the relationship between superiors and subordinates (LMX); and Individual Motivation (IM) does not moderate the relationship between superiors and subordinates (LMX) and Employee Creativity (EC).

Keywords:- Organizational Trust, Employee Creativity, Mediation, Leader Member Exchange.

I. INTRODUCTION

Leader-Member Exchange (LMX) refers to a relationship between leaders and subordinates. The basic assumption of LMX theory is that leaders develop different exchange relationships with their subordinates. So that the quality affected to the attitudes and behaviors of LMX (Barbuto, et.al., 2011). In LMX relationship there is trust which is a psychological condition in the form of a desire to accept vulnerability based on positive expectations of the desires or goals of the behavior of others (Rousseau, 2007). Based on the research by Chasanah and Irwandi (2012) that organizational trust is a picture of the ability shown by the organization to fulfill the organization's commitment to the employee. Organizational trust is a sense of attachment and personal identification with the organization. That is the reason Human Resources (HR) is a very important factor that cannot even be separated from an organization, both an

institution and a company (Kramar, 2013). Based on Mohan (2017), HR in the form of people who are employed in an organization as a mobilizer, thinker, and planner to achieve organizational goals. On the other hand, HR who have the expertise and experience in a greater capacity will function as leaders or in this case referred to as superiors for an organization (Waterhouse, & Keast, 2012). Implementation of the organization that as an individual who is in the work environment (in this study called the organization) requires recognition in the form of trust so that an individual (employee) believes can do or complete the work in accordance with the work targets given to the employee.

The trust of an employee is inseparable from the involvement of superiors as commanders and subordinates as executors of work (Lambert, et.al., 2017). According to Jiang and Gu (2015) in implementing work completion, an employee can do creativity, or spontaneous things in order to solve work problems. This kind of an employee creativity cannot just happen. However, the employee who do creativity in work are usually workers who really understand the type of work, steps to complete the work, and more or less can already read the risks that will occur if he does certain creativity. The employee creativity arises due to individual motivation to be able to complete the burden of work responsibilities in accordance with the trust given by the organization and the relationship between superiors and subordinates (Pan, et.al., 2012). According to Dul and Ceylan (2011) organizational trust connected with creativity. That is a mental process carried out by individuals in the form of new ideas or products, or combining the two so that they will ultimately be attached to him. Thus, individuals who are within the scope of the organization need creativity. In other words, creativity is something that is an embodiment of one's mental ability and curiosity to create something new (Pan, et.al., 2017). Whereas Amabile (2004) states that the conceptual component of creativity contains an extrinsic component that is influenced not only by subsequent interests, but also by the performance aspect, namely the performance aspect that influences creativity. There are three of conceptual components for creativity, namely: domain-relevant skills to creativity, creative thinking and motivation in worked. According to Kim, Hon, and Lee (2010) measurement of creativity are creative thinking skills, and motivation. Motivation is the encouragement of internal and external factors that cause an individual's behavior to be oriented towards specific goals (Mikkelsen, Jacobsen, & Andersen, 2017). Motivation for employees can affect perseverance

and how hard someone works to achieve the desires promised by the company. For this reason, it is important for companies to grow employee motivation at work.

In completing tasks, the relationship between LMX will affect organizational trust (OT) and employee creativity (EC). The bad relationship between leaders and subordinates can cause a lack of trust given so that it can also reduce employee creativity. Trust and creativity may have a close relationship with individual motivation (IM). Based on Presidential Regulation Number 12 of 2015, The Ministry of Villages, Disadvantaged Regions and Transmigration is a new ministry that was established on October 27, 2014 in the era of President Joko Widodo's leadership. The Ministry of Villages, Development of Disadvantaged Regions and Transmigration is the result of collaboration between three ministries which had already existed, namely Ministry of Home Affairs, Ministry of the Acceleration Development of Disadvantaged Regions (formerly Ministry of the Acceleration Development Affairs in the Eastern Indonesia), and Ministry of Manpower and Transmigration (later Manpower independently became the Ministry of Manpower, while Transmigration joined in Ministry of Villages, Disadvantaged Regions and Transmigration). This great mandate was immediately borne by the ministry, which was in charge of the development of villages and rural areas, the empowerment of rural communities, the acceleration of development in disadvantaged areas and transmigration. The human resources that support the new ministry are the result of collaboration of the three ministries, including all levels of positions from echelon one (Class 4), second echelon (Class 4), echelon 3 (Administrator), echelon 4 (Supervisor), and staff. There are many personality traits that had formed in the previous ministry were forced to work together to build the vision and mission of the new ministry. Until now, the changes in human resources still often occur at various levels of office, this can happen because the leaders still have not found a subordinate that

can be trusted for the sake of the organization, which is in accordance with the rhythm of work to be built so that the ministry's vision and mission is achieved.

Based on previous research, Marta, Diego and Edina (2017) examined the effect of superior and subordinate communication on employee work motivation. The results of the study mentioned the communication of superiors and subordinates has a significant influence on employee motivation. In addition, Davis and Bryant (2010) examined the relationship between LMX, level of trust and performance. The results of this study indicate that the performance of I / UCRC is fully mediated by the relationship between LMX and satisfaction; performance is fully mediated by the relationship between trust and satisfaction; and performance is fully mediated by the relationship between LMX and commitment. On the other hand, Chung (2016) explained that the integration of LMX, creativity and performance research in the SEM model with bootstrap estimation. The results revealed that LMX positively affected performance and creativity. Furthermore motivational tasks are found to mediate the relationship between LMX and creativity, while both task motivation and creativity are found to mediate the relationship between LMX and performance. Based on the background of the problem, the authors focus on "The Relationship between Organizational Trust and Employee Creativity Mediated by Leader Member Exchange (LMX)". This study aims at the relationship between organizational trust (OT) and the relationship between superiors and subordinates.

II. METHOD

Whitney (1960 in Nasir (1988) states that in addition to obtaining truth, probing work must also be done seriously in a long time. Thus, research is a method for finding truth, so researchers are also a method of thinking critically. Described in a relationship pattern as below.

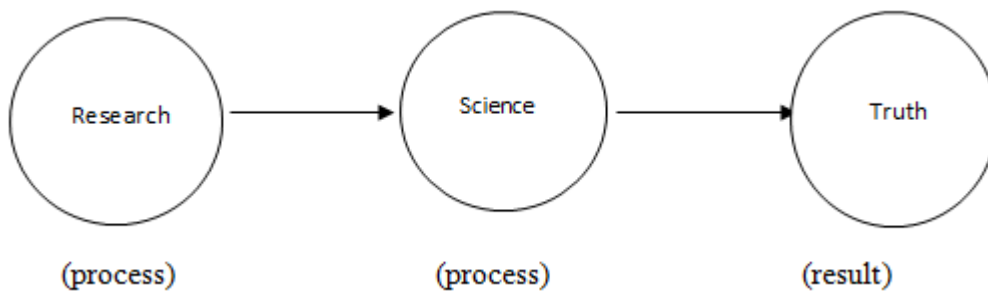


Fig 1:- Research-science-results relationship patterns
Source: Whitney (1960 in Nasir (1988)

This study was examine employees who worked as echelon 3 and 4 level officials as well as staff who have a direct role in serving leaders in the environment of the Ministry of Villages, Development of Disadvantaged Regions and Transmigration on variables of organizational trust, superiors and subordinate relations and creativity in a relatively short time. This research approach was conducted quantitatively. Quantitative research presents methods to

provide a description of a particular object with a particular analysis. Quantitative research tests various theories to answer the problem formulation. Variables needed in quantitative, variables refer to the characteristics or attributes of an individual or an organization that can be measured or observed in Cresswel (2013). The variables in this study use the dependent variable (Y) on Employee Creativity (EC) and the independent variable (X) on

Organizational Trust (OT). Organizational Trust (OT) and Employee Creativity (EC). Based on the description above, the variables in this study use mediator variables between the Relationship between Supervisor and Subordinate LMX and moderator variable Individual Motivation (IM). Like the picture in the following pattern.

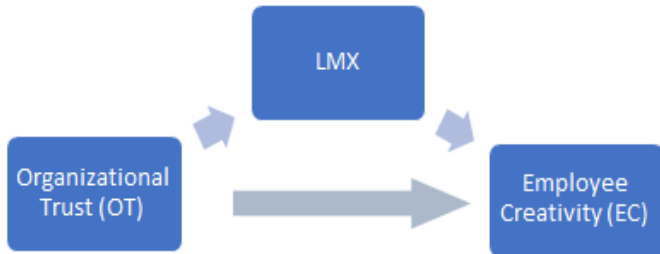


Fig 2:- Mediator Variable
Source: Private Document

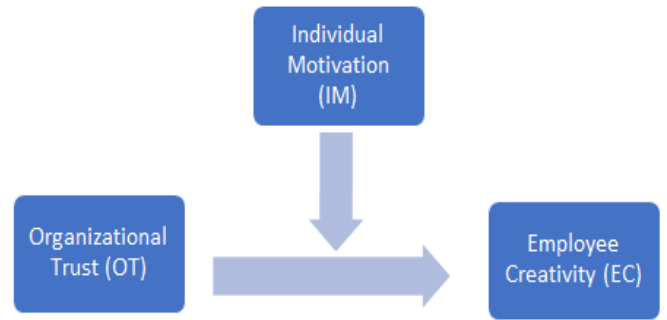


Fig 3:- Moderator Variable
Source: Private Document

The relationship of variables can be seen from the image below:

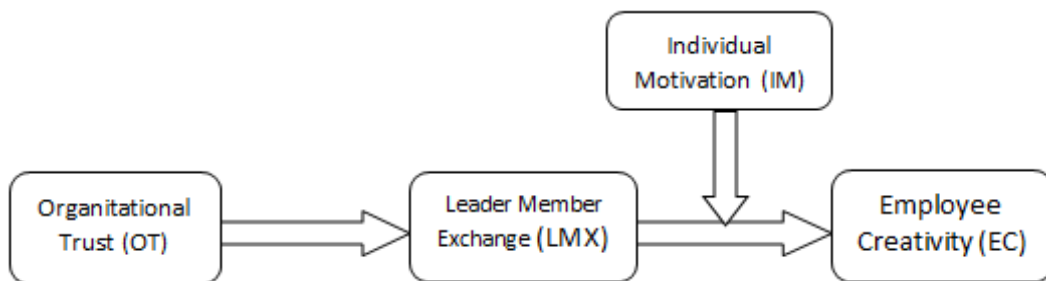


Fig 4:- Relationship of Variables
Source: Private Document

Therefore, the formulation of hypotheses or propositions must be in line with the formulation of the problem. Based on the framework of thought above, then formulated as follows:

- Hypothesis 1: There is a relationship between organizational trust (OT) and the relationship between superiors and subordinates (LMX)
- Hypothesis 2: There is a relationship between the relationship between superiors and subordinates (LMX) with employee creativity (EC)
- Hypothesis 3: There is a relationship between organizational trust (OT) and employee creativity (EC)

Hypothesis 4: There is a relationship between organizational trust (OT) and employee creativity (EC) mediated by the relationship between superiors and subordinates (LMX).

Hypothesis 5: There is a relationship between the relationship between superiors and subordinates (LMX) and employee creativity (EC) which is moderated by Individual Motivation (IM).

The relationship between hypotheses can be described as follows:

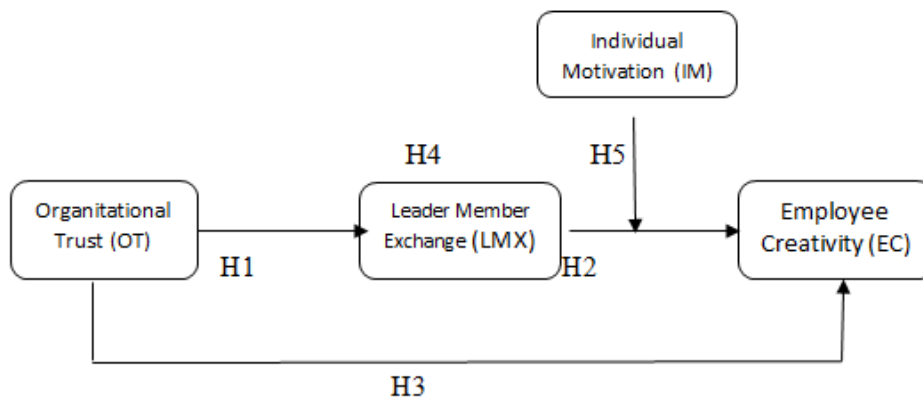


Fig 5:- Relationship of Variables
Source: Private Document

Data processing used Partial Least Square (PLS), because the bootstrapping method or random multiplication is chosen with the assumption that normality will not be a problem (Cobaleda, et.al., 2017). PLS did not a minimum number of samples (can be with small samples). Based on the goal as a prediction of the relationship between constructs, the statistical assumptions as non-parametric. The construct can accommodate both formative and reflective. Therefore, the number of samples is variation, and in this research the sample is 60 respondents.

Latent variables in PLS consist of three sets of relationships, namely (1) inner models that specify relationships between latent variables (structural models), (2) outer models that specify relationships between latent variables with indicators or manifest variables, and (3) weight relations where the case value of the latent variable can be estimated. The use of Smart PLS 2.0 M3 in this study is on measuring the validity and reliability of instruments and testing hypotheses. Evaluation is done through two steps, namely outer model evaluation and inner model evaluation (Chin, 1998). PLS used to determine the complexity of the influence of a construct with other

constructs, as well as the effect of constructs with its indicators.

III. RESULT AND DISCUSSION

Based on the results of the questionnaire respondents showed that in this study, more men participated. Then, about 52% of respondents were married. In addition, the age range of respondents in this study was 26-30 years, 36-40 years, and 46-50 years. While at the level of education more graduates S1. This shows that more respondents have worked 6-10 years. Thus, the position of respondents more in echelon four. This study tested the hypothesis using the PLS analysis technique with the use of Smart PLS 2.0 M3. Following are two PLS program model schemes that were tested:

➤ PLS Schema Model

Measurement Model 1 (without moderation)

The relationship between Organizational Trust, Leader Member Exchange, and Employee Creativity can be seen in the following chart.

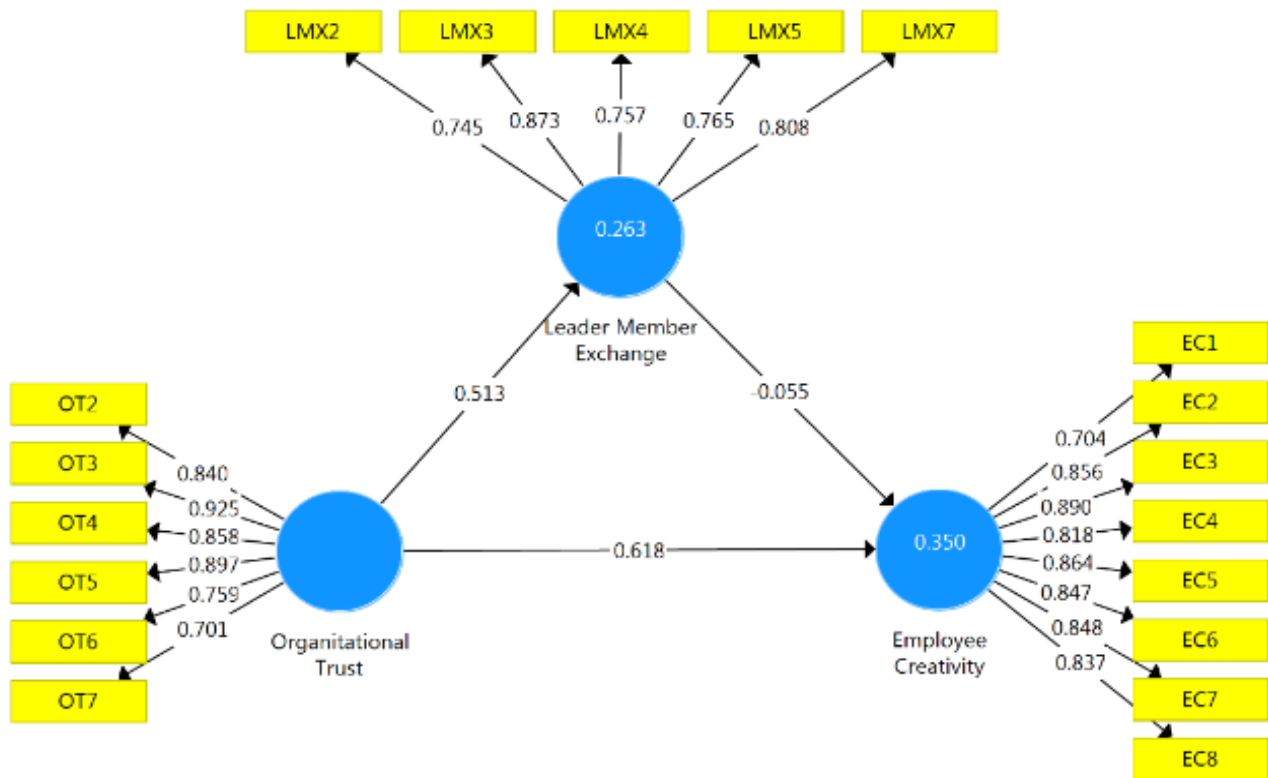


Fig 6:- The Relationship between OT, LMX, and EC

Source: Private Document

The value of the path coefficient or inner model shows the level of significance in hypothesis testing. The path coefficient or inner model score is indicated by the t-

statistic value, it must be above 1.96 for two-tailed hypotheses and above 1.64 for one-tailed hypotheses for hypothesis testing at alpha 5 percent and power 80 percent.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
Leader Member Exchange -> Employee Creativity	-0.002	0.027	0.190	0.010	0.992
Organizational Trust -> Employee Creativity	0.591	0.581	0.164	3.600	0.000
Organizational Trust -> Leader Member Exchange	0.490	0.552	0.137	3.569	0.000

Table 1:- Conclusion of the relationship between OT, LMX dan EC
Source: Results Finding, 2020

From the results of measurement of model 1 without the mediator variable, able to answer hypotheses 1, 2 and 3, with the following conclusions:

- a. Hypothesis 1: The relationship between organizational trust (OT) and the relationship between superiors and subordinates (LMX) is not significant, and has a negative value. In a sense, if there is an increase in organizational confidence will result in a decrease in the relationship of subordinate superiors (but the formulation is very small in value, so it does not significantly influence).
- b. Hypothesis 2: There is a significant relationship between organizational trust in OT and employee creativity (EC), meaning that when organizational

confidence increases, employee creativity will also increase.

- c. Hypothesis 3: There is a significant relationship between organizational trust (OT) and the relationship between superiors and subordinates (LMX), meaning that when organizational trust increases, the relationship between superiors and subordinates will also increase.
- d. While in hypothesis 4, researchers look for a relationship between organizational trust (OT) and employee creativity (EC) mediated by the relationship between superiors and subordinates (LMX). From the results of the 3-stage regression analysis using SPSS, the analysis results are displayed as follows:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.326 ^a	.106	.104	.86295
a. Predictors: (Constant), OT				

Table 2:- Regression Output 1
Source: Results Finding, 2020

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.173 ^a	.030	.027	.89899
a. Predictors: (Constant), LMX				

Table 2:- Regression Output 2
Source: Results Finding, 2020

From the two steps analysis using SPSS, it can be seen that the acquisition of R2 decreased, from 10% to 3%. It can be concluded that LMX does not mediate OT and EC. So that the results of this regression indicate that as stated by Graen and Cashman in (Yuki, 2015) explained

that the LMX is formed on the basis of personal relationships and competence as well as subordinate abilities and reliability subordinate. So there is no influence with OT and also EC.

➤ Measurement Model 2 (using moderation variables)

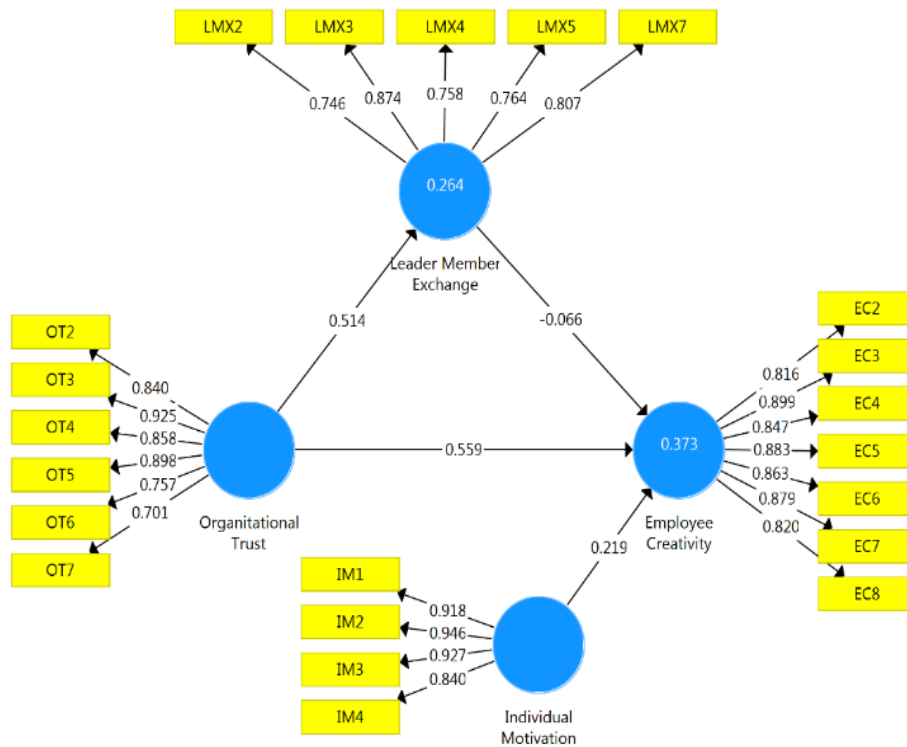


Fig 7:- The Relationship between OT, LME, and EC with IM (as a moderation variable)
Source: Private Document

The value of the path coefficient or inner model shows the level of significance in hypothesis testing. The path coefficient or inner model score is indicated by the T-Statistics value, it must be above 1.96 for two-tailed hypotheses and above 1.64 for one-tailed hypotheses for hypothesis testing at alpha 5 percent and power 80 percent. From the results of table 3, it can be concluded: the effect

of individual motivation as a mediator variable, is positive on employee creativity. Based on the data processing that has been done, the results can be used to answer the hypotheses in this study. The following are the results of hypothesis testing obtained in this study through the inner model:

No.	Hypothesis	T Statistic	Information
1	There is a relationship between Organizational Trust (OT) and the relationship between superiors and subordinates (LMX)	3.569	Proven
2	There is a relationship between the relationship between superiors and subordinates (LMX) with Employee Creativity (EC)	0.010	Not Proven
3	There is a relationship between Organizational Trust (OT) and Employee Creativity (EC)	3.600	Proven
4	There is a relationship between Organizational Trust (OT) and Employee Creativity (EC) mediated by the relationship between superiors and subordinates (LMX).	Decreased by 7%	Not Proven
5	Individual Motivation (IM) moderates the relationship between superiors and subordinates (LMX) and Employee Creativity (EC)	1.016	Not Proven

Table 3:- Summary of Hypothesis Test Results
Source: Results Finding, 2020

Based on table 3 it can be seen that there is a relationship between Organizational Trust (OT) and the relationship between superiors and subordinates (LMX). However, there is no relationship between the relationship between superiors and subordinates (LMX) and Employee Creativity (EC). On the other hand, there is a relationship between Organizational Trust (OT) and Employee Creativity (EC). Although there is a relationship between

Organizational Trust (OT) and Employee Creativity (EC) mediated by the relationship between superiors and subordinates (LMX). This shows that it is not proven that Individual Motivation (IM) moderates the relationship between superiors and subordinates (LMX) and Employee Creativity (EC).

➤ *Analysis of Hypothesis Test Results*

Based on the results of data processing that has been done to answer the proposed hypothesis, it is known that the five hypotheses are not all accepted. Of the five hypotheses only two were accepted. This shows that there is only a relationship between Organizational Trust (OT) and the relationship between superiors and subordinates (LMX) and there is a relationship between Organizational Trust (OT) and Employee Creativity (EC) mediated by the relationship between LMX which is significant between variables independent with dependent. The following is an analysis related to the relationship between variables according to the proposed hypothesis:

➤ *The relationship between Organizational Trust (OT) and the relationship between superiors and subordinates (LMX)*

From the results of the hypothesis test, it is known that the P-Values that forms the relationship between OT and LMX is 0,000 plus a positive T-Statistics value, so that there is evidence of a positive relationship between superiors and subordinates. This is in line with Chasanah and Irwandi (2012) which shows that OT is a picture of the ability shown by the organization to fulfill the organization's commitment to its employees. Because when an organization is able to grow its trust, interaction between a boss and subordinates will be relatively stable for a long time (Oktavianda & Iqbal, 2018). On the other hand, the quality of the relationship of organizational trust and the relationship between superiors and subordinates does not just show up in leaders as superiors and employees as subordinates.

LMX are formed on the basis of personal relationships and the competence and abilities of subordinates and the reliability of subordinates (Yukl, 2015). The facts found in the Ministry of Villages, Development of Disadvantaged Regions and Transmigration in echelon 3, and echelon 4 and staff (personal or aide) are very consistent with the results of the hypothesis test that has been carried out that there is a positive relationship between organizational trust and LMX. Both echelon 4, echelon 3 and staff have a good relationship with their respective leaders. They are open to each other both about information, ideas, thoughts, feelings, opinions and reactions to things that are being experienced. This openness also provides comfort for staff (personal or aide) in speaking about the difficulties encountered in working. And leaders understand the needs and constraints experienced by employees. So that both echelon 3 and echelon 4 as leaders try to help staff by using their authority in solving work-related problems. The quality of the relationship between superiors and employees towards organizational trust is also in line with the factors described by Budiaman (2015) as follows:

1. The similarity between personal and demographic characteristics, values, ways of working, and ways to solve problems raises feelings of mutual or dislike between employees and leaders. Thus, both have the potential to obtain high-quality reciprocal relationships.

2. The existence of expectations between superiors and subordinates such as leaders put expectations of employees by providing a challenging task, this expectation that shows the relationship to employee perceptions of their leaders.

So, it is only natural that the conclusion proved to be a relationship between the trust of the organization and the relationship between superiors and subordinates in the Ministry of Villages, Disadvantaged Regions and Transmigration.

➤ *Relationship between superiors and subordinates (LMX) and Employee Creativity (EC)*

The results of the path coefficient score test is shown by the T-Statistics value, both variables have a significance level of 0.189 so the T-Statistics value of 0.010 shows negative and there is no relationship. Although creativity is an embodiment and employee's mental ability and curiosity to make something, it does not necessarily relate to superiors and subordinates. This is not in line with the concept of Wang (2016) that employees have high quality exchanges with their superiors, it will improve the performance and creativity of employees. Because creativity can be a negative relationship because they both have goals and ambitions. Although the determination of creativity criteria involves two dimensions, namely (1) The process dimension, it is all products that are produced from processes that are considered as creative products. Product criteria that are considered as creative products refer to the results of the person's actions, performance, or work in the form of goods or ideas; (2) Person dimension, often said as creative personality, which includes cognitive dimension (talent) and non-cognitive dimension (interest, attitude, and temperamental quality). It can be concluded that creative people have significant personality traits and are different from those who are less creative (Juwono & Wangsadinata, 2010). However, that does not mean that creativity has a relationship with the decision making of the leadership. Because, employees tend to have high commitment and a strong desire to stay and become a member of the organization (Luthans, 2008) even though the idea was not agreed upon.

➤ *The relationship between Organizational Trust (OT) and Employee Creativity (EC)*

From the results of the hypothesis test, it is known that the P-Values value that forms the relationship between Organizational Trust and Employee Creativity is 3.267 plus a positive T-Statistics value, so that the evidence shows a positive relationship. Researchers see that a person's position as a worker can be on two sides. The first side, employees can act as subordinates if in doing work, they need instructions or direction from superiors. The other side, employees can act as superiors if in doing work, they have subordinates and provide direction to subordinates or subordinates. The relationship between the two sides is inseparable from the relationship of trust that is formed in the organization and the relationship between superiors and subordinates. Thus, the results of this hypothesis test indicate that the integrity of the company fosters

consistency, loyalty and openness. So, employees show this with the competency possessed through creativity. The results of this hypothesis test are also in line with Shalley, Zhou and Oldham (2004) creative employees, are important assets that enable an organization to succeed in a dynamic environment. At least there are four main factors that can support the creation of employee creative behavior, namely the trust of the leader, feedback from the organization, the support of coworkers, as well as rewards from the organization. It is only natural that the conclusion was proven to have a relationship between organizational trust and employee creativity in the Ministry of Villages, Disadvantaged Regions and Transmigration.

➤ *The relationship between Organizational Trust (OT) and Employee Creativity (EC) is mediated by the relationship between superiors and subordinates (LMX)*

Based on the results of hypothesis testing, it is known that the P-Values value that forms the relationship between Organizational Trust and Employee Creativity mediated by the relationship between superiors and subordinates is 0.310 plus a positive T-Statistics value, so there is no evidence of mediation by superiors and subordinates. The role of the independent variable on the dependent variable consists of two types. First is the direct effect and secondly indirect effect mediated by the mediator variable. The moderator variable can also be interpreted as determining the strength of the role of the independent variable on the dependent variable. From the results of the research above shows that there is no influence between the relationship between superiors and subordinates with organizational trust and employee creativity. This shows that the importance of high-quality interactions between superiors and subordinates determines the higher managerial trust in employees towards employee empowerment.

➤ *The relationship between supervisor and subordinate relations (LMX) and Employee Creativity (EC) is moderated by Individual Motivation (IM).*

From the results of hypothesis testing, it is known that the P-Values value that forms the relationship between superiors and subordinates' relationships and employee creativity which is moderated by individual motivation is 1,160 plus a positive T-Statistics value, so there is no evidence of moderation by individual motivation. Motivation comes from internal and external aspects. As a leader it is easy to provide incentives, penalties, and other external motivations: "If you do X, you will get Y". Leaders must be able to act as coaches and also actual leaders who understand that to build a culture that is truly superior, leaders need to create internal motivation. Inspire people who are led to do great work to love the work itself and not just to get credit for the work. However, in this study there was no moderation relationship between the two because this moderator variable was weak.

IV. CONCLUSION

There is a relationship between Organizational Trust (OT) and the relationship between superiors and subordinates (LMX), meaning that the higher OT, LMX also increase. There is no relationship between the relationship between superiors and subordinates (LMX) with Employee Creativity (EC). LMX value fluctuations do not affect employee creativity improvement. There is a relationship between Organizational Trust (OT) and Employee Creativity (EC). Increased OT will affect employee creativity. There is a relationship between OT and EC but it is not proven to be mediated by the relationship between superiors and subordinates (LMX). Individual Motivation (IM) does not moderate the relationship between superiors and subordinates (LMX) and Employee Creativity (EC).

Based on the study results from the conclusions that have been drawn, the advice that can be given is Expanding sampling and research respondents (not only from administrator and supervisory officials), and other aspects of research. For employees, creativity is needed in conducting relationships with leaders. So that there are no categories of relationships in group or out group. For leaders, it is better to build organizational trust in employees by using employee creativity. Because trust is the key to functioning an organization well. So as to increase employee participation in the work environment. For leaders, it is better to give confidence in supporting their work. So that this motivational impulse can arouse employee creativity and the relationship between superiors and subordinates. Further research is suggested to add research problems such as phenomena that occur in research objects related to organizational commitment and employee performance.

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