

# The Influence of Intellectual Coercive Leadership Based on Trust on Human Resource Performance in Indonesia's Creative Economy Sector

Human Resource  
Performance in  
Creative Economy

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## ABSTRACT

*This study examines the effectiveness of the Amanah Coercive Intellectual Leadership (ACIL) concept in improving Human Resource (HR) performance in Indonesia's creative economy sector. ACIL combines coercive leadership, intellectual stimulation, and the value of amanah rooted in local wisdom. Despite the high potential of creative cities such as Bandung, Yogyakarta, and Denpasar, many industry players face challenges in HR management, including low integrity and high employee turnover. This study uses a quantitative explanatory approach with the Partial Least Squares-based Structural Equation Modeling method to examine the relationship between trust, coercive leadership, intellectual stimulation, and HR performance. Data were collected from 190 respondents in five creative cities through an online questionnaire. The results indicate that trust significantly influences coercive leadership, intellectual stimulation, and directly improves HR performance. Coercive leadership is also proven to significantly improve performance, while intellectual stimulation does not show a significant effect. In addition, coercive leadership mediates the relationship between trust and HR performance, while intellectual stimulation does not. These findings underscore the importance of building trust and implementing a coercive, trust-based leadership style to support HR performance, as well as the need for stronger ecosystem support for the realization of creative ideas.*

**Keywords:** Coercive Leadership, Creative Economy Sector, HR Performance, Intellectual Stimulation, Trust, SEM PLS.

## ABSTRAK

*Penelitian ini mengkaji efektivitas konsep Amanah Coercive Intellectual Leadership (ACIL) dalam meningkatkan kinerja sumber daya manusia (SDM) di sektor ekonomi kreatif Indonesia. ACIL menggabungkan kepemimpinan koersif, stimulasi intelektual, dan nilai amanah yang berakar pada kearifan lokal. Meskipun potensi kota-kota kreatif seperti Bandung, Yogyakarta, dan Denpasar tinggi, banyak pelaku industri menghadapi tantangan dalam pengelolaan SDM, termasuk rendahnya integritas dan tingginya perputaran karyawan. Penelitian ini menggunakan pendekatan kuantitatif eksplanatori dengan metode Structural Equation Modeling berbasis Partial Least Squares untuk menguji hubungan antara kepercayaan, kepemimpinan koersif, stimulasi intelektual, dan kinerja SDM. Data dikumpulkan dari 190 responden di lima kota kreatif melalui kuesioner daring. Hasilnya menunjukkan bahwa kepercayaan berpengaruh signifikan terhadap kepemimpinan koersif, stimulasi intelektual, dan secara langsung meningkatkan kinerja SDM. Kepemimpinan koersif juga terbukti meningkatkan kinerja secara signifikan, sementara stimulasi intelektual tidak menunjukkan pengaruh yang berarti. Selain itu, kepemimpinan koersif memediasi hubungan antara kepercayaan dan kinerja SDM, sedangkan stimulasi intelektual tidak. Temuan*

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ini menegaskan pentingnya membangun kepercayaan dan menerapkan gaya kepemimpinan koersif berbasis amanah untuk mendukung kinerja SDM, serta perlunya dukungan ekosistem yang lebih kuat bagi realisasi ide-ide kreatif.

**Kata kunci:** Kepercayaan, Kepemimpinan Koersif, Stimulasi Intelektual, Kinerja SDM, Sektor Ekonomi Kreatif, SEM PLS.

## INTRODUCTION

The creative economy sector has become a major focus in both global and national economic development discourse. Its rapid growth has made this sector one of the strategic pillars in creating sustainable economic growth. UNESCO describes the creative economy as one of the fastest-growing sectors in the world (Klofsten et al., 2019). Beyond generating economic added value, the creative economy is also an important instrument in creating employment, increasing community income, and boosting the export of various creativity-based products and services (Holford, 2019; Comunian & England, 2020). This shows that the creative economy is not merely an alternative sector but has become an integral part of the modern economic system.

In Indonesia, the contribution of the creative economy has shown a positive trend year after year. According to data from the Ministry of Tourism and Creative Economy (*Kemenparekraf*), the Gross Domestic Product (GDP) of the creative economy sector reached IDR 1.28 quadrillion in 2022 (Hutapea, 2024). This figure reflects a significant increase, reaffirming that the creative economy is one of the backbones of the national economy (Prima et al., 2020). In addition to its contribution to GDP, this sector also plays an important role in job creation. More than 22 million people work in this sector, making it one of the largest employment contributors in Indonesia. In this context, creativity and the quality of Human Resources (HR) in the creative industry are key factors in ensuring sustainability and enhancing the competitiveness of Indonesia's creative economy (Ogbeibu et al., 2020).

The quality of HR in the creative industry is a fundamental aspect determining the success of this sector (Anantrasirichai & Bull, 2022). The creativity, innovation capability, and productivity of creative economy players are largely influenced by the leadership within their organizations. Effective leadership can create a work environment that supports idea exploration, individual empowerment, and the strengthening of organizational values. In this context, several studies have emphasized the importance of leadership styles in enhancing HR performance. Research by Khuan et al. (2024), for instance, shows that visionary and innovative leadership styles significantly improve HR quality in the creative industry sector.

However, literature on the influence of leadership in Indonesia's creative industry remains limited, especially regarding the combination of authoritative (coercive) leadership styles (Fotso, 2025), intellectual stimulation, and ethical values rooted in local wisdom and religion, such as integrity (*amanah*). To fill this gap, Pratiwi et al. (2022) developed the concept of Amanah Coercive Intellectual Leadership (ACIL). This concept combines elements of control through a coercive approach, encouragement of innovation through intellectual stimulation, and moral integrity through the value of *amanah*. ACIL is a form of leadership that not only emphasizes discipline and strong direction but also provides space for intellectuality and trust based on ethical values. In the context of higher education, this concept has been proven effective in improving organizational performance. However, no studies have yet tested the effectiveness of the ACIL concept within the context of the creative economy sector, particularly regarding HR performance. This gap is what this study aims to address. To what extent coercive-intellectual leadership based on *amanah* influences the improvement of HR performance in Indonesia's creative economy sector remains an open question (Pratiwi, 2023). Therefore, this study is directed at filling this gap through a quantitative and empirical approach using the Structural Equation Modeling (SEM) method.

Although many cities have significant potential in the form of established creative communities, strong cultural infrastructure, and recognition as creative cities both nationally and internationally, there are still disparities in HR management and development. A study by the British Council (2018) shows that in many areas, such as Bandung and Yogyakarta, the existence of very active creative hubs has not been fully supported by leadership styles capable of effectively integrating organizational control and innovation (Turner et al., 2021). Similarly, in cities like Semarang and Denpasar, creative industry players, especially in animation, comics, and games subsectors, face challenges such as high employee turnover and weak implementation of intrinsic values like integrity and *amanah*. Thus, this study aims to provide empirical contributions to addressing these challenges and bridging the gap between creative potential and optimal HR performance in Indonesia's creative economy sector.

## LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

### The Influence of Trust Values (*Amanah*) on HR Performance

The creative sector, which relies on ideas, talent, and creativity as its main assets, requires high-quality and motivated Human Resources (HR) to produce innovative products and services. The indicators can include productivity, quality of work output, and contribution to innovation (Sutrisno et al., 2023). Nevertheless, HR performance in the creative sector is also linked to the ability to generate creative and innovative ideas, so leadership variables that stimulate creativity are expected to have an influence (Ejibe et al., 2024). Based on the literature review, factors influencing HR performance in the creative sector include innovative leadership styles, creative organizational culture, and career development opportunities (Khuan et al., 2024).

*Amanah*, or trustworthiness, has a significant impact on leadership effectiveness, including coercive leadership styles (Keykha et al., 2017; Radiany & Radiany, 2021). In Islamic literature, an *amanah* leader fulfills their duties honestly and fairly and is responsible for their subordinates and tasks (Jalali et al., 2023). Although coercive leadership tends to use force and threats, *amanah* can serve as an element that complements or reduces the negative impact of this leadership style. If a coercive leader is also known for their *amanah*, subordinates are likely to be more obedient and motivated because they believe the leader will not misuse power or issue harmful orders (Trisaputra & Bernarto, 2024). Furthermore, *amanah* in the context of leadership also has a positive influence on intellectual stimulation (Knies et al., 2024).

In addition to the leadership context, *amanah* has a significant impact on improving HR performance (Guest & Conway, 2011; Katou, 2017). Employees who demonstrate *amanah* tend to be responsible, honest, and trustworthy, so they complete tasks well, on time, and according to standards (Salas et al., 2021). The value of *amanah* also strengthens trust among individuals in the workplace, creating a harmonious and collaborative working atmosphere (Mohammad et al., 2021). This trust increases motivation, making employees more enthusiastic, productive, and efficient in using time and resources.

H1: Trust has a significant effect on coercive leadership.

H2: Trust has a significant effect on intellectual stimulation.

H3: Trust has a significant effect on improving HR performance.

### Dynamics of Coercive Leadership in Influencing HR Performance

Coercive leadership is an authoritarian leadership style that demands uncompromising obedience from subordinates. In the context of Goleman's popular leadership theory (2000), the coercive style can be summarized as "Do what I tell you." Coercive leadership is often considered effective in crises or for enforcing discipline, but it tends to lower motivation if used excessively (Harms & Credé, 2010). Pratiwi and Widodo (2021) state that coercive leaders play a role in enforcing value boundaries (right and wrong, permissible and forbidden) based on evolving knowledge. Coercive leadership, characterized by tight control and an authoritarian approach, generally has a negative

impact on human resource performance (Alblooshi et al., 2021; Suaidy & Rony, 2023). This style can reduce employee motivation, job satisfaction, creativity, and collaboration due to a lack of autonomy and high pressure. The work environment becomes more tense and prone to stress, leading to high turnover and decreased long-term productivity (Doe et al., 2020). Although in crisis situations this leadership style can improve efficiency and help achieve short-term goals, its negative impact on employee well-being and potential makes it less ideal for sustainable application (Awwaliah, 2024; Orizanty, 2024).

Coercive leadership, which is commonly associated with strict control and absolute obedience, can become more effective and acceptable when combined with the value of *amanah*. *Amanah*, which reflects honesty, responsibility, and integrity, can balance the authoritarian side of coercive leadership by building trust between leaders and employees (Brown, 2023). In situations such as crises, inexperienced teams, or routine tasks, coercive leadership based on *amanah* can maintain motivation, foster loyalty, and increase acceptance of firm directions. Employees who trust their leader's integrity are more likely to comply voluntarily and remain motivated in their work (Abdulfatai, 2021). Therefore, a combination of coercive leadership and *amanah* can contribute positively to HR performance, both in the short and long term.

H4: Coercive leadership has a significant effect on HR performance.

H5: Trust has a significant effect on HR performance through coercive leadership.

#### **The Influence of Intellectual Stimulation on HR Performance**

Intellectual stimulation is one of the dimensions of transformational leadership, where leaders encourage their subordinates to think creatively, formulate new solutions, and question the status quo (Hilton et al., 2023). For example, Thuan (2020) found a direct positive relationship between leaders' intellectual stimulation and subordinates' creative performance. Leaders who practice intellectual stimulation tend to open opportunities for innovation, which is crucial for creative companies that rely on new ideas. Intellectual stimulation has a positive and significant impact on improving human resource (HR) performance (Sukococ et al., 2022). By encouraging employees to think critically, creatively, and innovatively, this stimulation enhances their ability to solve problems, expand knowledge and skills, as well as increase motivation and work engagement (Kovach, 2020). Consequently, the quality of work solutions improves, becoming more innovative and adaptive to change. The effective application of intellectual stimulation also creates a dynamic work environment, thereby driving the growth of individual and organizational performance (Oliveira & Klein, 2024).

In this context, *amanah* has a strong connection with intellectual stimulation in improving Human Resource (HR) performance. High levels of trust in the workplace, both between supervisors and subordinates and among colleagues, create a safe and comfortable environment for employees to express themselves, innovate, and embrace intellectual challenges (Cheng et al., 2024). When *amanah* grows, employees become more open to learning, critical thinking, and the development of new ideas offered through intellectual stimulation. Effective intellectual stimulation then strengthens individuals' thinking capacity, adaptive abilities, and creativity (Dughera, 2022; Wuryaningrat et al., 2024; Eduzor, 2024). This combination of *amanah* and intellectual stimulation creates a synergy that drives productivity, work effectiveness, and the overall quality of HR performance (Pratiwi et al., 2022; Purwanto, 2022; Sulastri, 2023). Therefore, *amanah* becomes an essential foundation that enables intellectual stimulation to develop optimally, ultimately leading to improved HR performance.

H6: Intellectual stimulation has a significant effect on HR performance.

H7: Trust has a significant effect on HR performance through intellectual stimulation.

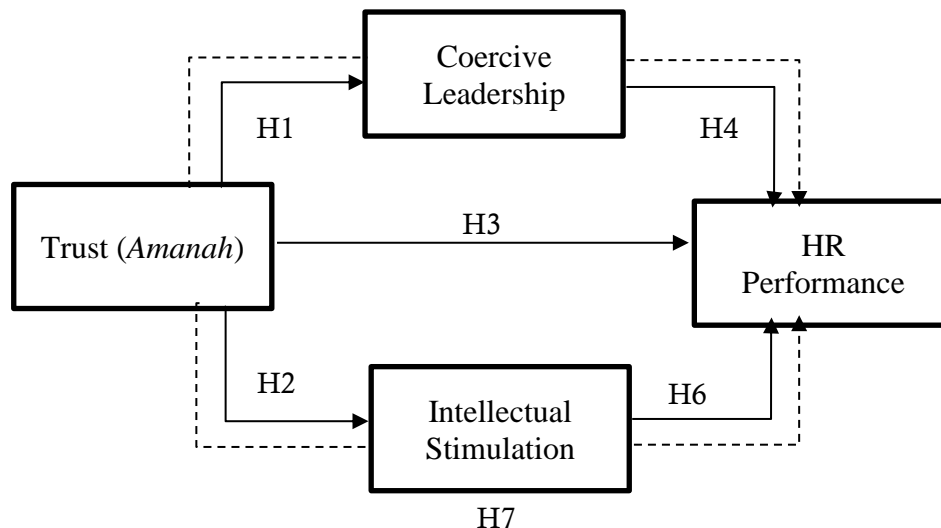


Figure 1. Research Framework

Figure 1 illustrates the conceptual framework of this study explaining the relationship between trust, trustworthiness, coercive leadership, intellectual stimulation, *amanah* (trustworthiness), and human resource (HR) performance. Within this framework, trust is assumed to influence the effectiveness of coercive leadership (H1) and directly improve HR performance (H3). Trustworthiness is predicted to influence intellectual stimulation (H2), which in turn positively contributes to HR performance (H6). Coercive leadership is hypothesized to have a direct impact on HR performance (H4). In addition, *amanah* is also assumed to have an indirect influence on HR performance through coercive leadership (H6) and intellectual stimulation (H7). This framework integrates leadership dimensions, ethical values, and psychological factors to holistically explain the determinants of HR performance in an organizational environment.

## RESEARCH METHOD

This research employs an explanatory quantitative approach aimed at testing and explaining causal relationships between variables based on the formulated hypotheses. Data collection was conducted through a survey using a closed-ended questionnaire designed on a 5-point Likert scale, where 1 indicates “strongly disagree” and 5 indicates “strongly agree.” The independent variable, Trust, was measured using five indicators (TRS1–TRS5) that reflect the level of confidence and trust of organization members toward their leaders and colleagues. The first mediating variable, Coercive Leadership, was measured with five indicators (CL1–CL5) assessing leader behaviors that tend to be authoritarian, emphasize punishment, and rely on power to direct subordinates. The second mediating variable, Intellectual Stimulation, was measured with five indicators (IS1–IS5) that describe the extent to which leaders encourage creativity, critical thinking, and innovative ideas among team members. The dependent variable, HR Performance, was measured using four indicators (HRP1–HRP4) that assess human resources’ ability to carry out tasks, achieve targets, improve efficiency, and contribute to organizational goals.

The research population comprised creative economy actors in five major cities in Indonesia: Semarang, Yogyakarta, Surabaya, Denpasar, and Bandung. The sample consisted of 190 respondents, with each city represented by 38 participants. A sample of 38 respondents per city was chosen to ensure equal representation across all five cities, enabling balanced comparisons and reducing location-based bias. The sampling technique used was purposive sampling, with the criterion that respondents were active practitioners in the creative economy sector. The questionnaires were distributed online to respondents in each city. The collected data were then analyzed using the Structural

Equation Modeling (SEM) method based on Partial Least Squares (PLS) with the SmartPLS software.

## RESULT

The outer loading measure indicates how strongly an indicator reflects the latent construct in the measurement model. The outer loading value is used to test the validity of the indicator against the latent variable it measures. The higher the outer loading value, the better the indicator represents the construct. In general, an outer loading value  $\geq 0.60$  is considered to meet the criteria for convergent validity, although values between 0.40–0.60 are still acceptable if the indicator supports theoretical content validity. In Partial Least Squares (PLS)-based research, outer loading is used to filter out weak indicators and ensure that only valid and reliable indicators are used in further analysis. Therefore, evaluating outer loading is crucial to ensure that the construct being studied is accurately measured through the indicators used, thereby supporting the quality and accuracy of the research results.

Table 1. Outer Loading

Variable	Indicator	Standard Loading Factor
Trust ( <i>Amanah</i> )	TRS1	0.831
	TRS2	0.803
	TRS3	0.864
	TRS4	0.786
	TRS5	0.839
Coercive Leadership	CL1	0.823
	CL2	0.863
	CL3	0.888
	CL4	0.925
	CL5	0.899
Intellectual Stimulation	IS1	0.908
	IS2	0.959
	IS3	0.895
	IS4	0.832
	IS5	0.908
HR Performance	HRP1	0.839
	HRP2	0.814
	HRP3	0.861
	HRP4	0.860

The results of the outer loading test presented in Table 1 show the indicator validity for each variable in the study. The Trust variable is measured using five indicators: TRS1, TRS2, TRS3, TRS4, and TRS5. The outer loading values of the Trust indicators range from 0.786 to 0.864. TRS1 (0.831) indicates that this indicator is valid with a strong contribution in measuring trust. TRS2 (0.803) is also valid, with a good contribution supporting the Trust construct. TRS3 (0.864) has the highest value among the Trust indicators, showing that this indicator is very effective in representing trust. TRS4 (0.786), although slightly lower than the others, remains valid as it is well above the minimum threshold of 0.6. TRS5 (0.839) is valid with a very good contribution. The Coercive Leadership variable has five indicators: CL1, CL2, CL3, CL4, and CL5. The outer loading values range from 0.823 to 0.925. CL1 (0.823) is valid and contributes significantly to measuring coercive leadership. CL2 (0.863) shows a very good contribution. CL3 (0.888) has an excellent value, approaching 0.9. CL4 (0.925) has the highest outer loading value, demonstrating an exceptionally strong contribution in explaining this construct. CL5 (0.899) also shows very good validity.

The Intellectual Stimulation variable has five indicators: IS1, IS2, IS3, IS4, and IS5. The outer loading values for this variable range from 0.832 to 0.959. IS1 (0.908) shows a very good contribution. IS2 (0.959) has the highest value in the entire model, confirming this indicator as the main measure of intellectual stimulation. IS3 (0.895) is valid with a very strong contribution. IS4 (0.832) is also valid, although slightly lower than the other

indicators in this variable. IS5 (0.908) again shows a very good contribution. The HR Performance variable is measured with four indicators: HRP1, HRP2, HRP3, and HRP4. The outer loading values range from 0.814 to 0.861. HRP1 (0.839) is valid with a good contribution. HRP2 (0.814) is also valid and supports the HR Performance construct. HRP3 (0.861) has the highest value among the HR Performance indicators, showing a very strong contribution. HRP4 (0.860) is valid with a very good contribution.

**Table 2.** Reliability Test Result

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>
Trust	0.928	0.945
Coercive Leadership	0.865	0.908
Intellectual Stimulation	0.944	0.958
HR Performance	0.883	0.914

The reliability test results presented in Table 2 show that the Coercive Leadership variable has a Cronbach's Alpha value of 0.928 and a Composite Reliability value of 0.945. The Cronbach's Alpha value of 0.928 indicates excellent reliability as it is well above the 0.7 threshold, signifying that the indicators in this construct are internally consistent in measuring coercive leadership. The Composite Reliability value of 0.945 further strengthens the evidence of indicator consistency, with the interpretation that more than 94.5% of the combined indicator variance is explained by the Coercive Leadership construct. The HR Performance variable has a Cronbach's Alpha value of 0.865 and a Composite Reliability value of 0.908. The Cronbach's Alpha value of 0.865 indicates very good reliability since it is well above 0.7, signifying that the indicators in this construct are consistent in measuring human resource performance. The Composite Reliability value of 0.908 means that more than 90.8% of the indicator variance is explained by the HR Performance construct.

The Intellectual Stimulation variable shows a Cronbach's Alpha value of 0.944 and a Composite Reliability value of 0.958. The Cronbach's Alpha of 0.944 reflects extremely high reliability, approaching the maximum value of 1.0, indicating that the indicators in this variable are highly internally consistent in measuring intellectual stimulation. The Composite Reliability of 0.958 shows that more than 95.8% of the indicator variance is explained by the Intellectual Stimulation construct. The Trust variable has a Cronbach's Alpha value of 0.883 and a Composite Reliability value of 0.914. The Cronbach's Alpha of 0.883 indicates very good reliability because it exceeds the 0.7 threshold, demonstrating strong consistency among the indicators in measuring trust. The Composite Reliability value of 0.914 indicates that more than 91.4% of the indicator variance is explained by the Trust construct.

**Table 3.** AVE Test Result

<b>Variable</b>	<b>Average Variance Extracted (AVE)</b>
Trust	0.775
Coercive Leadership	0.712
Intellectual Stimulation	0.819
HR Performance	0.681

The validity test results presented in Table 3 show that the Coercive Leadership variable has an AVE value of 0.775. This value indicates that the Coercive Leadership construct has very good convergent validity, as it exceeds the minimum threshold of 0.6. Conceptually, an AVE value of 0.775 means that 77.5% of the combined variance of all indicators in this construct can be explained by the Coercive Leadership construct itself. The HR Performance variable has an AVE value of 0.712. This value indicates good convergent validity as it is above the cut-off of 0.6, suggesting that the indicators in the HR Performance construct can explain 71.2% of its variance. Thus, the HR Performance construct has indicators that are convergently valid and can be reliably used to measure human resource performance in line with the objectives of the study.

The Intellectual Stimulation variable shows an AVE value of 0.819, which is the highest among the four constructs tested. This value indicates very good convergent validity, as more than 81.9% of the variance of the indicators in this construct is explained by Intellectual Stimulation itself. The Trust variable has an AVE value of 0.681. This value also exceeds the threshold of 0.6, indicating good convergent validity for the Trust construct. An AVE value of 0.681, it means that 68.1% of the indicator variance can be explained by the Trust construct itself. This shows that the indicators in the Trust variable are valid in representing trust, making this construct suitable for use in research to evaluate the level of trust within an organization.

Table 4. R Square

Variable	R-Square	R-Square Adjusted
Coercive Leadership	0.157	0.151
HR Performance	0.979	0.979
Intellectual Stimulation	0.111	0.105

The results of the R Square analysis presented in Table 4 show the level of variance explained for each variable. The Coercive Leadership variable has an R Square value of 0.157 with an adjusted R Square of 0.151. An R Square of 0.157 indicates that only 15.7% of the variation in the Coercive Leadership construct can be explained by the independent variables used in the model. The remaining 84.3% of the variation is explained by other factors outside the model or by error variance. The slightly lower adjusted R Square value (0.151) adjusts the proportion of explained variance by considering the number of predictors in the model, providing a more conservative and accurate estimate of the model's ability to explain the variation in the Coercive Leadership construct. The HR Performance variable has an R Square value of 0.979, with the same adjusted R Square value of 0.979. This R Square value is very high, approaching the maximum value of 1.0, which indicates that 97.9% of the variation in the HR Performance construct is explained by the independent variables in the model. Only 2.1% of the variation is explained by other factors outside the model or by measurement error. These results show that the model used has a very strong and accurate ability to explain changes in human resource performance, making the HR Performance construct highly reliable in this study.

The Intellectual Stimulation variable has an R Square value of 0.111 with an adjusted R Square of 0.105. An R Square of 0.111 indicates that only 11.1% of the variation in the Intellectual Stimulation construct can be explained by the independent variables in the model. In comparison, the remaining 88.9% of the variation is explained by other factors outside the model or by error variance. This value is relatively low, indicating that most of the variation in intellectual stimulation is not explained by the predictors included in this model. The slightly lower adjusted R Square value of 0.105 corrects the R Square estimate by considering the number of independent variables, providing a more realistic picture of the model's ability to explain the variation in the Intellectual Stimulation construct.

The results of the hypothesis testing presented in Table 5 and Figure 3 show the analysis of the relationships between variables in this study using Structural Equation Modeling (SEM), with the criteria for significance being a T-statistic > 1.96 and a P-value < 0.05. For the relationship between trust and coercive leadership, the results show a T-statistic of 5.613 (> 1.96) and a P-value of 0.000 (< 0.05) with a standard deviation of 0.071. This indicates that Trust has a significant and positive effect on coercive leadership, suggesting that the higher the level of trust within the organization, the greater the tendency for leaders to effectively apply a coercive leadership style. Furthermore, the relationship between trust and intellectual stimulation is also significant, with a T-statistic of 4.983 (> 1.96) and a P-value of 0.000 (< 0.05) with a standard deviation of 0.067. This result confirms that Trust contributes positively to enhancing leaders' ability to provide intellectual stimulation to team members, which has the potential to encourage the emergence of creative ideas and innovative thinking within the organization.

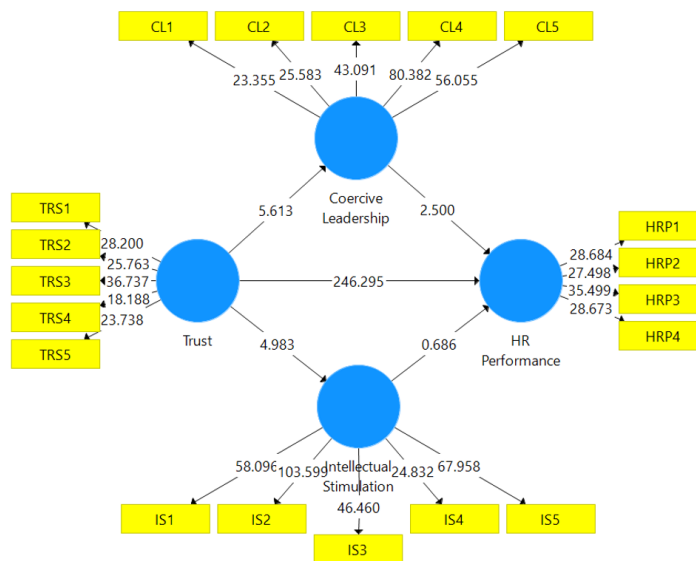


Figure 3. Hypothesis Framework

Table 5. Direct Effect

Hypothesis	Standard Deviation	T-Statistics	P-Values
Trust -> Coercive Leadership	0.071	5.613	0.000
Trust -> Intellectual Stimulation	0.067	4.983	0.000
Trust -> HR Performance	0.004	246.295	0.000
Coercive Leadership -> HR Performance	0.013	2.500	0.013
Intellectual Stimulation -> HR Performance	0.015	0.686	0.493

For the direct relationship between trust and HR performance, the results show a very large T-statistic of 246.295 ( $>1.96$ ) with a P-value of 0.000 ( $< 0.05$ ) and a standard deviation of 0.004. This extremely high T-statistic indicates that Trust has a very significant and strong influence on improving human resource performance, highlighting the central role of trust as a key factor in driving performance in the creative economy sector. Meanwhile, the relationship between coercive leadership and HR performance is also proven to be significant with a T-statistic of 2.500 ( $> 1.96$ ) and a P-value of 0.013 ( $< 0.05$ ) and a standard deviation of 0.013. This finding shows that well-implemented coercive leadership can indeed significantly enhance HR performance, although not as strongly as the direct influence of Trust on performance.

On the other hand, the relationship between intellectual stimulation and HR performance is not significant, with a T-statistic of only 0.686 ( $< 1.96$ ) and a P-value of 0.493 ( $> 0.05$ ) with a standard deviation of 0.015. This result shows that the intellectual stimulation provided by leaders does not have a direct and significant effect on improving HR performance, indicating that although creative ideas may be encouraged, other factors such as implementation, resource support, or organizational systems may still act as obstacles in achieving optimal performance.

Table 6. Indirect Effect

Hypothesis	Standard Deviation	T-Statistics	PValues
Trust -> Coercive Leadership -> HR Performance	0.006	2.220	0.027
Trust -> Intellectual Stimulation -> HR Performance	0.005	0.648	0.517

The results of the mediation hypothesis testing presented in Table 6 show the analysis of indirect paths in this study using Structural Equation Modeling (SEM), with the criteria for significance being a T-statistic greater than 1.96 and a P-value less than 0.05. For the path from trust to HR performance through Coercive Leadership, a T-statistic of 2.220 (greater than 1.96) and a P-value of 0.027 (less than 0.05) with a standard deviation of 0.006 indicate that this mediation is statistically significant. This result suggests that

coercive leadership significantly mediates the influence of Trust on HR Performance. In other words, the higher the level of trust within the organization, the greater the likelihood of fostering effective coercive leadership, which in turn is capable of improving human resource performance. The very small variation in the standard deviation indicates the stability of this mediation effect across the respondent data.

Conversely, the path from trust to HR performance through intellectual stimulation shows an insignificant result, with a T-statistic of only 0.648 (less than 1.96) and a P-value of 0.517 (greater than 0.05) with a standard deviation of 0.005. This result indicates that Intellectual Stimulation does not significantly mediate the influence of trust on HR performance. This means that although trust may enhance intellectual stimulation, the increase is not strong enough to have a tangible impact on improving human resource performance. The stability of the low standard deviation value reinforces the consistency of this result, even though it does not support the mediation hypothesis on this path.

## **DISCUSSION**

The results of this study clearly show that trust plays a highly significant role in shaping coercive leadership behavior and intellectual stimulation, as well as having a strong direct impact on improving Human Resource performance. A high level of trust within an organization has been proven to strengthen communication effectiveness, enhance team collaboration, and build greater employee commitment, thereby supporting the achievement of organizational goals more optimally (Langlinais et al., 2022; Rai & Koodamara, 2025). This finding aligns with Khuan et al. (2024), who stated that trust is a fundamental foundation for creating a conducive and productive creative work environment, especially in the creative economy sector, which requires intensive collaboration and rapid responses to change.

In addition, this study also reveals that coercive leadership, which is generally associated with negative connotations, has a positive and significant impact on improving HR performance in the creative sector. This finding indicates that, in the dynamic context of the creative industry, firm direction and leadership with clear control can help create a better work focus, enhance discipline, and encourage employees to take their tasks more seriously. This supports the findings of Pratiwi and Widodo (2021), who emphasized that coercive leadership practiced with integrity can balance firmness with trust, thereby minimizing resistance and conflicts that could potentially decrease performance.

Conversely, intellectual stimulation, which focuses on encouraging creative ideas and innovative thinking, does not have a significant impact on improving HR performance. This finding indicates the existence of obstacles in translating creative ideas into tangible work outcomes in Indonesia's creative sector. These obstacles are likely related to limited infrastructure support, organizational cultures that do not yet fully support innovation, or a lack of adequate facilities to implement creative ideas (Zidane et al., 2025). This result contrasts with the study by Thuan (2020), which found that intellectual stimulation can significantly improve performance if accompanied by strong organizational support.

Regarding the mediating role, this study shows that coercive leadership significantly mediates the influence of trust on HR performance. This indicates that a high level of trust can facilitate the emergence of effective coercive leadership styles that guide teams and improve productivity. Conversely, mediation through intellectual stimulation is not significant, reinforcing the conclusion that in the creative sector, clear direction and control from leaders have a greater impact on performance than merely encouraging new ideas without clear implementation support. Overall, these findings highlight the importance of building trust and applying integrity-based coercive leadership as strategies to improve HR performance in Indonesia's creative sector. However, efforts to optimize intellectual stimulation are still needed so that employee creativity does not stop at the idea stage but can be transformed into tangible contributions toward achieving organizational performance. The findings suggest that leadership in creative companies should prioritize building trust and applying integrity-based coercive leadership to enhance HR performance, as clear direction and accountability strengthen focus,

discipline, and productivity. While fostering intellectual stimulation is important, leaders must also provide adequate support and resources to translate creative ideas into tangible outcomes, ensuring that innovation contributes effectively to organizational goals.

## CONCLUSION

The findings show that trust has a significant positive effect on coercive leadership, intellectual stimulation, and a very strong direct impact on HR performance. These results highlight trust as a key factor capable of enhancing the quality of work relationships and individual performance within organizations operating in the creative industry. Coercive leadership is proven to have a significant positive impact on improving HR performance, indicating that a firm leadership style supported by trust can be an effective strategy for increasing discipline and productivity in creative work environments. However, intellectual stimulation does not show a significant effect on HR performance, suggesting that merely encouraging creative ideas is insufficient without an adequate ecosystem and facilities to implement those ideas. Additionally, the mediation analysis reveals that coercive leadership significantly mediates the effect of trust on HR performance, whereas intellectual stimulation does not serve as a significant mediator. This reinforces the conclusion that well-established trust supports the effective application of coercive leadership, which ultimately leads to enhanced HR performance in the creative sector.

This study highlights that trust combined with integrity-based coercive leadership enhances HR performance in Indonesia's creative economy, while intellectual stimulation requires stronger support to impact outcomes. Policy makers and leaders should promote trust, provide resources for implementing creative ideas, and develop leadership programs that balance guidance with creative freedom. Future research should explore how work environment, technology, and innovation culture moderate the link between intellectual stimulation and performance, and consider other creative industries and longitudinal approaches to better understand these dynamics.

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