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## **Building Trust in Team Members with Age, Length of Experience as a Leader and Leadership Self-Efficacy as Determinants**

### **ABSTRACT**

This research aims to determine whether the age, the length of experience as a leader and leadership self-efficacy have impact on leader's trust in team members. The research was conducted using associative quantitative methods. Involved 53 respondents who served as leaders in various companies in Jakarta and its surroundings. Data was collected using questionnaire to measure the level of trust in the team members and leadership self-efficacy and to find out respondent's age and how long the respondent's experience as a leader. The results show that leadership self-efficacy has a positive, strong and significant impact on leader's trust in the team members, while age and the length of experience as a leader does not have a significant impact on leader's trust in the team members. Research on leader's trust in the people they lead is still small in number when compared to research on trust from team members to their leaders. This research can be a reference for the field of human resource management regarding leadership and building leader's trust in team members.

**Keywords:** trust in team members, leader's age, length of experience as a leader, leadership self-efficacy

## INTRODUCTION

Leadership and teamwork are integral components interwoven into the vibrant fabric of an organization. In an organizational setting shaped by the constellation of teams, the presence of one is inseparable from the other. These teams essentially function as transient entities with defined objectives, allocated resources, and set timeframes (Sohmen, 2013). Team leaders play a key role that influences team performance (Laureani & Antony, 2017). Northouse (2022) defines leadership not as a person's nature or character but a process in which there are transactional events between leaders and their followers. This process emphasizes that leaders influence their followers and vice versa. The definition of leadership from Northouse focuses more on aspects of leadership in the form of interactions that are formed between leaders and followers.

Team members or staff are likely to enhance their contributions when they are confident in the support and trust extended by their leader (Mineo, 2014). Leaders who do not have trust in their team members face challenges in fostering effective relationships and building functional teams. Such leaders may experience feelings of isolation, perceive unfair treatment, loose energy and focus, and unfairly attribute blame to others. Additionally, the absence of trust contributes to the creation of a weak, demoralized, and suspicious work environment (Gourguechon, 2018). The importance of trust is particularly emphasized in settings characterized by high interdependence, close collaboration, teamwork, and a need for adaptability (Salas, et al. in Boies, 2015).

In the realm of fostering trust among team members, individuals who have confidence in each other sense that they share a common objective and are exerting their utmost endeavors to enhance effective teamwork, especially when mutual trust is earned.. This includes mutual trust between leaders and team members and vice versa. Johnson & Johnson (Tseng & Yeh, 2013) expressing that trust among team members can be established by openly sharing thoughts, ideas, conclusions, and emotions, and receiving responses from other group members characterized by acceptance, support, and reciprocation of disclosures.. Boies, et al. (2015) found in their research that Leadership shapes the outcomes of a team by impacting the team's overall communication and the trust developed among team members.

Trusting the team is a provision for a leader because he needs to delegate various tasks to his subordinates. Leaders also need to involve subordinates to think about the various steps that must be taken by the team in solving various problems. However, trusting the team does not necessarily mean that leaders can do it easily. Thus it is necessary to find out what are the factors that can

foster trust in the team. This research seeks to find out whether length of experience as leader and leadership self-efficacy can influence the leader's trust in the team. Article Error (ETS)

## LITERATURE REVIEW AND HYPOTHESES DEVELOPMENTS

### Trust in Team Members

Mayer, Davis, and Schoorman (Boies, et al., 2015) stated that trust can be defined as A party's willingness to make themselves vulnerable to the actions of another party with the expectation that the other party will undertake a particular action essential to the one placing trust. This expectation persists regardless of the trustor's ability to monitor or control the actions of the other party. Trust in team members involves the conviction that these individuals harbor positive intentions, coupled with confidence in their capacity and character. (Cook & Wall in Boies, 2015). Trust in team members is how leaders believe in the integrity and abilities of team members (Merril & Covey, 2018).

Past research has demonstrated that a leader's trust in team members is prone to impact how the leader interacts with subordinates or team members, influencing the attitudes and behaviors of the subordinates. Leaders are inclined to delegate significant tasks and responsibilities, provide more opportunities for involvement in management, and offer increased coaching, support, and feedback to subordinates they trust. (Li & Lin, 2020).

As per Su (2019), confidence in team members encompasses several aspects:

- a. Trust in the performance of team members involves the leader's confidence in the team's ability to follow through and complete assigned tasks, their judgment and decision-making capabilities, and their capacity to represent the leader and the company effectively.
- b. Trust in the principles of team members refers to the leader's trust in the team members' discretion levels, their respect for the psychological safety of others, and the underlying intentions and motivations of the team members.

### Leader's Age

In Cambridge Dictionary, age is the period of time someone has been alive or something has existed. Someone's age considered as a factor that can affect his/her role as leader. Yu and Miller (Cox et al., 2014) acknowledge that various generational groups or cohorts demonstrate unique work characteristics and have preferences for different leadership styles. Other study found that

older leaders are more careful in decision making and better able to manage the company (Saputri, 2021).

Benjamin and O'Reilly (Larsson & Björklund, 2020) discovered that less-experienced young leaders encounter challenges in establishing trustful relationships with older subordinates and may not have fully developed interpersonal skills to manage communication issues. Furthermore, these young leaders also demonstrated higher scores in negative conventional (transactional) and destructive leadership behaviors.

### **Length of Experience as Leader**

The leader's experience and ability to learn from experience will influence his leadership. Not all leaders are able to learn from their experiences at the same rate (Hackman & Johnson, 2013). Someone with longer experience as a leader is expected to be more able to become an effective leader because he has more things to learn from his experience.

Indrawan (2017) found in his research that work experience affects one's work success. We can analogize that the work experience of a leader can also affect his success in carrying out his function as a leader. Saputri (2021) found the longer the leaders work, the more they know the condition of the company and is better able to manage the company.

### **Leadership Self Efficacy**

Leadership is a concept with various interpretations; as outlined by Davis and Newstorm (Suwatno, 2019), it involves the capacity to positively influence others towards the attainment of goals. Turney (Suwatno, 2019) stated that leadership can be described as a series of activities carried out by an individual to oversee and motivate a group, aiming to accomplish organizational goals through the implementation of management strategies. Northouse (2016) posits that leadership is a process wherein an individual influences a group to accomplish shared goals.

Self-efficacy, on the other hand, is the belief in one's capability to organize and execute actions required for specific accomplishments (Bandura in Karwowski and Kaufman, 2017). According to Gantt (2014), self-efficacy represents an individual's confidence in facing challenges and reaching goals. It plays a significant role in fostering self-esteem and the ability to attain ultimate success. It is crucial to note that self-efficacy is distinct from self-deceptive beliefs, as it is rooted in personal experiences (Schwarzer, 2014).

McCormick viewed leadership self-efficacy refers to an individual's self-assessed ability to carry out the cognitive and behavioral tasks essential for managing group dynamics in pursuit of goal attainment. (Dwyer, 2019). Bobbio and Manganeli (DeRuntz et al., 2021) viewed Leadership self-efficacy refers to a distinct aspect of self-efficacy specifically tied to leadership behaviors, reflecting an individual's belief in successfully fulfilling leadership roles within a group. As outlined by Bobbio and Manganeli, the measurement of leadership self-efficacy involves assessing various behavioral dimensions, including:

- a. Assurance in the capacity to instigate and lead the change process within the group.
- b. Trust in the capability to select capable followers and assign responsibilities.
- c. Confidence in the ability to build and oversee interpersonal relationships within the group.
- d. Belief in the capability to display self-awareness and self-confidence.
- e. Assurance in the ability to inspire others.
- f. Trust in the capacity to attain consensus among group members.

Murphy (Dwyer, 2019) found that Leaders possessing a strong sense of leadership self-efficacy reported experiencing lower stress levels and did not exhibit a decline in performance when faced with stressful conditions. Additionally, they demonstrated more constructive responses to negative feedback, and their groups performed better, establishing higher-quality leader-member exchange relationships with subordinates.

### Hypotheses

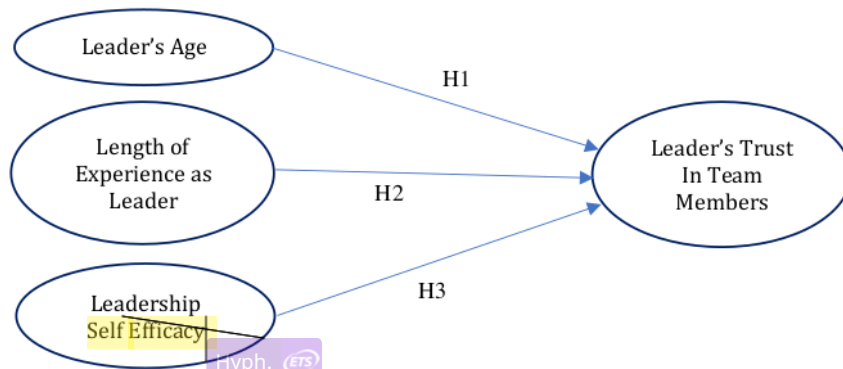


Figure 1. Research Model Framework

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The dependent variable in this study is trust in team members, the independent variables are leadership self-efficacy and length of experience as leader. The proposed research hypotheses are as follows:

H1 : there is a significant and positive impact of leader's age on leader's trust in team members.

H2: there is a significant and positive impact of the length of experience as a leader on leader's trust in team members.

H3 : there is a significant and positive impact of leadership self-efficacy on leader's trust in team members

## METHODS

This research was conducted using associative quantitative methods involving 53 respondents who held positions as leaders in companies located in Jakarta and its surroundings. The sampling technique used was purposive sampling in which only those who had occupied the leadership level could become respondents.

Data collection was carried out using research instruments in the form of questionnaire in Likert scale to measure leadership self-efficacy and trust in the team members. information about the length of experience as a leader obtained from the questions regarding the characteristics of the respondents. Questionnaires were given to research subjects via google form. The following are the results of the reliability and validity test of the measuring instruments used:

Table 1. Instrument's Reliability

Instrument	Cronbach's alpha	Reliability
Leadership Self Efficacy	0.947	Very reliable
Trust in Team	0.931	Very reliable

Table 2. Instrument's Validity

Instrument	Average Variance Extracted (AVE)	Validity
Leadership Self Efficacy	0.598	valid
Trust in Team	0.789	valid

Source: results of data processing by researchers (2023)

Data processing was carried out by performing a partial least squares analysis using SmartPLS4 software.

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## RESULTS

The following table shows an overview of the characteristics of the research respondents who participated in this study:

Table 3. Respondent's characteristic


Source: results of data processing by researchers (2023)

### Measurement model

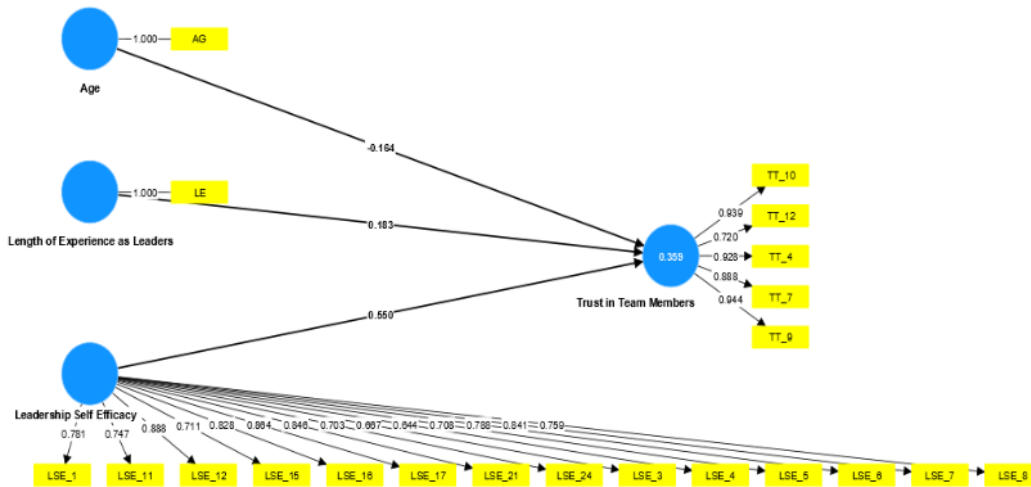


Figure 2. Partial Least Square Analysis

Source: results of data processing by researchers (2023)

### The Assessment of Structural Model

#### Multicollinearity test



Multicollinearity suggests the presence of **intercorrelation** or a strong correlation among indicators. If the Variance Inflating Factor (VIF) results are less than 5, it can be concluded that there is no issue of multicollinearity, allowing for the **conduction** of hypothesis testing. The following table shows the VIF of the leadership self-efficacy and trust in team indicators

Table 4. Variance Inflating Factor (VIF)

	Trust in Team
Leader's Age	2.025
Length of Experience as a Leader	1.067
Leadership Self-efficacy	2.060

Source: results of data processing by researchers (2023)

From the table 4 above it is known that  $VIF < 5$  thus there is no multicollinearity problem so that hypothesis testing can be carried out.

### Hypothesis Testing

Hypothesis testing involves assessing the significance of the impact of leader's age, length of experience as leader and leadership self-efficacy on leader's trust in team members. To assess the significance of the standard effect between variables, a bootstrapping procedure was performed with a significance level (p-value) of 0.05. The calculation results can be seen in the following table:

Table 5. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Leader's Age → Leader's trust in team members	-0.165	-0.157	0.135	1.220	0.223
Length of experience as leader → Leader's trust in team members	0.183	0.176	0.140	1.303	0.193
Leadership Self-Efficacy → Leader's trust in team members	0.550	0.585	0.182	3.023	0.003

Source: results of data processing by researchers (2023)

H1: H1 is rejected, there is no significant impact of leader's age on leader's trust in team members.

H2: H2 is rejected, there is no significant impact from length of experience as leader on leader's trust in team members.

H3: H3 is accepted, leadership self-efficacy has a significant impact on trust in team members.

From table 5, it can be seen that leadership self-efficacy has a positive impact on leader's trust in team members. This shows that if a leader's leadership self-efficacy increases, his trust in his team will also increase.

### R Square Analysis

The following is the result of calculating the coefficient of determination (R Square) from leader's age, length of experience as leader and leadership self-efficacy on leader's trust in team members. From table 6 it can be seen that R<sup>2</sup> is equal to 0.359, which means that 35.9 percent of leader's trust in team members can be explained by leader's age, length of experience as leader and leadership self-efficacy, while 64.1 percent of leader's trust in team members can be explained by other factors which not examined in this study. However, as we know from the previous explanation that leader's age and the length of experience as the leader do not have significant impact on trust in team members, it can be said that 35.9 percent of leader's trust in team members mostly explained by leadership self-efficacy.

Table 6. R Square

R Square	Adjusted R Square
0.359	0.318

Source: results of data processing by researchers (2023)

### F Square Analysis

F Square (effect size) is used to indicate the strength of influence between variables.

Table 7. F Square

	Trust in Team	Strength of impact
Leader's Age	0.021	-
Length of experience as leader	0.025	-

Leadership Self-Efficacy	0.442	strong
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Source: results of data processing by researchers (2023)

From the table above, it can be concluded that leader's age and the length of experience as a leader do not have an impact on trust in the team, while leadership self-efficacy has a strong impact (0.442).

## DISCUSSIONS

Only hypothesis 3 (H3) that accepted in this study. This result prove that leadership self-efficacy plays a great role in building leader's trust in team members. These results strengthen Murphy's (Dwyer, 2019) opinion that leadership with high self-efficacy had better performing groups and leader-member exchange quality with subordinates. This exchange quality includes leader-member trust.

The findings of this study provide valuable information for management and organizational science about how leaders can have higher trust in their team members. Thus it can be said that to be able to trust their team, the leaders must first be able to trust themselves. The results from this study also served as input for organizational management to be considered when conducting leadership development programs.

Research on leader's trust in the people they lead is still small in number when compared to research on trust from team members to their leaders. Even though the trust given by the leaders to their team will be able to improve team performance. Because of that, it is necessary to continue to examine other factors that have an impact on the leader's trust in team members.

## CONCLUSIONS

The conclusion from this study is that leadership self-efficacy significantly, strongly and positively influences trust in a team, while leader's age and the length of experience as a leader does not affect leader's trust in team members. In this way, we gain an understanding that to form trust in other people, especially trust to subordinates/team members, a leader needs to first believe in his own ability to play the role of a leader.

One of the leaders' roles is to mobilize their team members to achieve organizational goals together. This can be done by understanding the potential of team members and trusting them in

carrying out their duties. This belief in one's own abilities to lead shows the presence of a positive self-concept in the leader, with this positive self-concept a leader can play his/her role effectively.

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