



COMMUNICATION ECONOMICS ORGANIZATION

16-17 December 2023 - Portugal

8th PROCEEDINGS BOOK

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EDITORS

Dr. Muhammad Ali Tarar

Dr. Maurey Bond

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International CEO

(Communication, Economics, Organization)

Social Sciences Congress

PROCEEDINGS E-BOOK

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Presentation

We are delighted to introduce **Polytechnic Institute of Portalegre, Acacia University, Sekolah Tinggi Manajemen IPMI (IPMI - International Business School), Mohanlal Sukhadia University, Samarkand Branch of Tashkent University of Economics, International Vision University, Alfred Nobel University, Nişantaşı University, University of Prizren, Cyprus West University, Insec, NCM Publishing, CEO Tekmer, Universitas Bhayangkara, Knowledge Laboratory and Ostim Technical University** served as the vehicle of dissemination for a showpiece of articles at the **International CEO (Communication, Economics, Organization) Social Sciences Congress (CEO SSC 2023, Portalegre, Portugal)** that was held online and offline on **December 16-17, 2023**. CEO Congress aims to provide a platform for discussing the issues, challenges, opportunities and findings of **Communication, Economics, Organization and Social Science** research. The organizing committee with feedback from the division chairs and the members of the **scientific committee** foresaw an opportunity and research gap in the conference theme, that pitches for pressing issues in the business world. Presentations are in Turkish & English.

2023 Int. CEO Congress takes place with the participation and contributions of **323 academics from 33 countries: Afghanistan, Albania, Argentina, Australia, Azerbaijan, Cameroun, China, Ethiopia, France, Georgia, India, Indonesia, Kyrgyzstan, Malaysia, Morocco, Netherlands, New Zealand, Nigeria, Pakistan, Philippines, Poland, Portugal, Romania, Russia, Saudi Arabia, South Africa, Spain, Sweden, Thailand, Türkiye, Ukraine, United State of America and Uzbekistan.**

It is a great privilege for us to present the Proceedings Book of **CEO SSC 2023** to the authors and delegates of the conference.

Several manuscripts from prestigious institutions could not be accepted due to the reviewing outcomes and our capacity constraints. Participation from **122 different institutions or universities**. The 2 days long conference gathered close to **323 national and international attendees** to enliven a constellation of contributions. **132** papers of the **190** papers approved to present at the congress are outside of Türkiye. **70% of the papers presented at the congress are from outside Türkiye**. Best paper awards were issued to distinguished papers.

On the day of completion of this journey, we are delighted with a **high level of satisfaction and aspiration**. It is important to offer our sincere thanks and gratitude to a range of organizations and individuals, without whom this year's conference would not take place. This conference would have not materialized without the efforts of the contributing **authors for sharing the fruit of their research and the reviewers for scrutinizing**, despite their busy schedules. We also thank **our members and colleagues who accepted the duty to participate in the Scientific Committee** and for their valuable help in the screening, selecting, and recommending best contributions.

All presentations made during the congress were published on the social media accounts of the CEO Congress.

Uluslararası CEO (İletişim, Ekonomi, Organizasyon) Sosyal Bilimler Kongresi

Sunuş

16-17 Aralık 2023 tarihlerinde "8. Uluslararası CEO İletişim, Ekonomi ve Organizasyon Sosyal Bilimler Kongresi" Polytechnic Institute of Portalegre ev sahipliğinde Portekiz'in Portalegre şehrinde, Acacia University, IPMI Uluslararası İşletme Okulu, Mohanlal Sukhadia University, Samarkand Branch of Tashkent University of Economics, International Vision University, Alfred Nobel University, International Gorazde University, Nişantaşı Üniversitesi, University of Prizren, Cyprus West University, Insec, NCM Publishing, CEO Tekmer, Universitas Bhayangkara, Knowledge Laboratory ve Ostim Teknik Üniversitesi iş birliği ile **online ve fiziki katılımlar** ile gerçekleşmiştir.

Kongremizde *Afganistan, Arnavutluk, Arjantin, Avustralya, Azerbaycan, Kamerun, Çin, Etiyopya, Fransa, Gürcistan, Hindistan, Hollanda, Endonezya, Kırgızistan, Malezya, Fas, İsviçre, Yeni Zelanda, Nijerya, Pakistan, Filipinler, Polonya, Portekiz, Romanya, Rusya, Suudi Arabistan, Güney Afrika, İspanya, Tayland, Türkiye, Ukrayna, Amerika Birleşik Devletleri ve Özbekistan* gibi 33 ülkeden ve 120 kurum/üniversiteden 323 akademisyen tarafından hazırlanan 190 bildiri sunulmuştur.

Kongremize 293 bildiri özeti gönderilmiş, editör ve hakem süreçlerinden sonra bunlardan 210 tanesi sözlü sunuma kabul edilmiş, ancak 34 oturumda 190 bildirinin sunumu gerçekleşmiştir. Sunulan bildiriler, 978-625-98685-0-9 ISBN'li bu e kitapta yayımlanmaktadır.

Kongrede sunulan 190 bildirinin 58'i Türkiye ve 132'si yurt dışındandır. Yayımlanan bildirilerin %70'i Türkiye dışındandır.

Önceki Uluslararası CEO Kongre'lerde olduğu gibi 8. Uluslararası CEO Kongre'de de hem bildiri özet kitabında hem de tam metin kitabında yabancı oranı %50'den fazladır.

Okumakta olduğunuz tam metin kitabında yayımlanan tam metinlerin ise %50'den fazlası Türkiye dışındandır (59 yabancı (Türkiye dışından), 44 Türkiye'den).

Onaylı ve yayımlanan 190 bildiriden üçü Türkiye'den ve dördü yurt dışından olmak üzere yedisine en iyi bildiri ödülü duyurulmuştur.

Kongre esnasında gerçekleşen tüm sunumlar kongrenin sosyal medya hesaplarında yayımlanmıştır. Tekrar yararlanmak istendiği durumlarda CEO Congress sosyal medya hesaplarından izlenebilir.

Kongrenin bilim insanlarına, kamu ve özel sektör ile STK'ların yönetiminin etkinliğine katkı bulunmasını temenni eder, bildirileriyle katkıda bulunan akademisyenler ile düzenleme kurulu, danışma kurulu, bilim ve hakem kurulundaki meslektaşlarımıza ziyadesiyle teşekkür ederiz.

A Special Thanks To...

Below is a list of individuals who have supported **CEO Congress 2023 Portugal** by donating some of their time. It is these people who make our work possible and have been a great help. We would like to say a special THANK YOU for all those listed below.

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From Türkiye

1. The Association Between the Number of Analysts Following, Income Smoothing Behaviours, Value/Growth Characteristics on the Accrual Earnings Manipulation Practices of the Firms - **Asst. Prof. Dr. Omer Faruk BUYUKKURT**
2. Expectations of Certified Public Accountant (CPA) from the Interns: A Research in Malatya Province - **Öğr. Gör. Dr. Nazan GÜNGÖR KARYAĞDI, Öğr. Gör. Dr. Özge ÖZKAN**
3. Generative AI and Innovation - **Dr. İbrahim YIKILMAZ, Prof. Dr. Muhsin HALİS**

Outside Türkiye (International)

1. Financial Distress and Measurement of Key Financial Performance Analysis of Cosmetic Companies in Indonesia (Case study: PT. Mustika Ratu Tbk, PT. Marta Berto Tbk and PT. Kino Indonesia Tbk, Period 2018-2022) – **Yulifan, Prof. Dr. Wiwiek Mardawiyah DARYANTO**
2. Production Machine Management Using Scrum Methodology and Machine Downtime Prediction Using The Naive Bayes Algorithm – **Fried SINLAE, R Wisnu Prio PAMUNGKAS, Sri REJEKI, Nani SUDIARTI, Dewi Puspaningtyas FAENI**
3. European Framework in The Centre of The Preparation of Albanian Students as Future Entrepreneur – **Dr. Teuta Hazizi (Balliu)**
4. Antecedents and Consequences of Emotional Exhaustion' Call Center Employees – **Netania EMILISA, Justine TANUWIJAYA, Andreas Wahyu GUNAWAN, Deasy ASEANTY, Norzanah Mat NOR, Adinda MEUTIA**

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Moderator of the Session: Assoc. Prof. Dr. **Duygu HIDIROĞLU**- **Türkiye**

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

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ABSTRACT

This study 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 the common threads of the dynamic fabric of an organization. One cannot exist without the other in an organizational environment enabled by the team constellation. These teams are essentially temporary organizations with specific objectives, resources, and 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 can be counted on to do more because they know that they have the support and trust of the leader (Mineo, 2014). Leaders who lack trust in their team members cannot form effective relationships and functional teams. He will feel surrounded and treated unfairly, run out of energy and focus, and blame others unfairly. Furthermore, a fragile, demoralized, and suspicious environment will be created (Gourguechon, 2018). Trust becomes especially relevant in environments where high interdependence, close cooperation, teamwork, and requirements for flexibility predominate (Salas, et al. in Boies, 2015)

In the aspect of building trust among teammates, those who trust each other feel that they are working toward the same goal and are making their best efforts to promote successful teamwork if they earn the trust from one another. This includes mutual trust between leaders and team members and vice versa. Johnson & Johnson (Tseng & Yeh, 2013) stated that trust among teammates may be built through sharing one's thoughts, ideas, conclusions, and feelings and having the other group members respond with acceptance, support and reciprocation of disclosures. Boies, et al. (2015) found in their research that leadership influences team outcomes through overall team communication and trust in teammates.

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.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENTS

Trust in Team Members

Mayer, Davis, and Schoorman (Boies, et al., 2015) define trust as the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party. Trust in team members is the belief that team members have good intentions as well as having confidence in the capability and character of team members (Cook & Wall in Boies, 2015). Trust in team members is how leaders believe in the integrity and abilities of team members (Merril & Covey, 2018).

Previous studies have shown that a leader's trust in team members is likely to influence the way the leader treats his or her subordinates/team members, and it's affect the subordinates' attitudes and behaviors. Leaders may be more willing to empower subordinates they trust, assigning important tasks and responsibilities to them, offering them more opportunities to participate in management and providing more coaching, support and feedback (Li & Lin, 2020).

According to (Su, 2019) trust in team members can include:

- a. Trust in the performance of team members (how much the leader trusts that team members will follow up and complete assigned tasks; how much the leader trusts that the team members will make the right judgment and decision; and how much the leader believes that team members will be able to represent the leader and the company well).
- b. Trust in the principles of team members (how much the leader trusts team members to practice the appropriate level of discretion; how much the leader trusts team members to respect the psychological safety of others; also how much the leader trusts the underlying intentions and motivations of 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) accept that different generational groups or cohorts exhibit distinct work characteristics and prefer 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) found that young leaders with less experience find it more difficult to build trustful relationships with older subordinates and they may not yet have developed interpersonal competencies to handle issues of communication. They also found scored higher on 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 has several definitions, Davis and Newstorm (Suwatno, 2019) state that leadership is the ability to enthusiastically influence others to achieve goals. According to Turney (Suwatno, 2019) leadership is a collection of processes carried out by a person in managing and inspiring a number of jobs to achieve organizational goals through the application of

management techniques. Northouse (2016) argues that leadership is a process in which an individual influences a group of individuals to achieve common goals.

Self-efficacy is a person's belief in his ability to organize and carry out the actions needed to produce certain achievements (Bandura in Karwowski and Kaufman, 2017). According to Gantt (2014) self-efficacy is the degree of an individual's belief in his or her ability to face challenges and achieve goals. Self-efficacy plays a large role in building self-esteem and the ability to achieve ultimate success. Self-efficacy cannot be equated with illusions about self-efficacy because these beliefs come from individual experiences (Schwarzer, 2014).

McCormick viewed that leadership self-efficacy is one's self-perceived capability to perform the cognitive and behavioral functions necessary to regulate group process in relation to goal achievement (Dwyer, 2019). Bobbio and Manganelli (DeRuntz et al., 2021) viewed leadership self-efficacy is a specific form of self-efficacy that is related to leadership behavior and is related to individual beliefs to successfully achieve leadership roles in groups. According to Bobbio and Manganelli leadership self-efficacy can be measured through the following behavioral dimensions: a. Confidence in the ability to initiate and lead the change process within the group; b. Belief in the ability to select effective followers and delegate responsibilities; c. Belief in the ability to build and manage interpersonal relationships within the group; d. Belief in the ability to demonstrate self-awareness and self-confidence; e. Belief in the ability to motivate others; f. Belief in the ability to gain consensus from group members. Murphy (Dwyer, 2019) found that leaders with high leadership self-efficacy reported have less stress and have not shown the performance decline under stressful conditions. They were also found to respond more productively to negative feedback and had better performing groups and leader–member exchange quality with subordinates.

Hypotheses

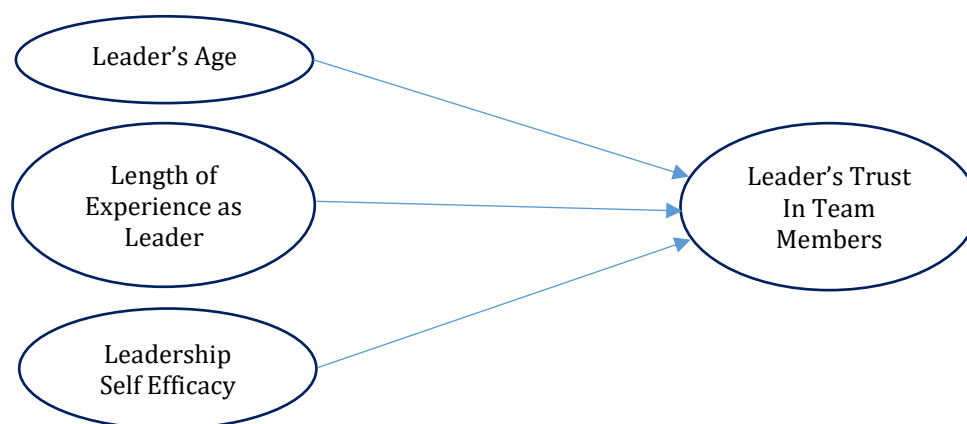


Figure 1. Research Model Framework

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 Efficacy	Self 0.947	Very reliable
Trust in Team	0.931	Very reliable

Table 2. Instrument's Validity

Instrument	Average Variance Extracted (AVE)	Validity
Leadership Efficacy	Self 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.

RESULTS

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

Table 3. Respondent's characteristic

No.	Characteristic	Frequency (people)	Percentage (%)
1.	Gender		
	Male	37	69.8
	Female	16	30.2

2. Last education		
High school	2	3.8
D3	2	3.8
S1	19	35.8
S2	29	54.7
S3	1	1.9
3. Age		
21-40 years old	25	47.2
41-60 years old	28	52.8
4. Length of Experience as Leader		
1-5 years	11	20.7
6-10 years	14	26.4
11-15 years	18	34
>15 years	10	18.9
5. Leadership Position		
Supervisor	2	3.8
Assistant Manager	3	5.8
Manager	22	40.4
General Manager	13	25
Director	13	25
Total	53	100

Source: results of data processing by researchers (2023)

Measurement model

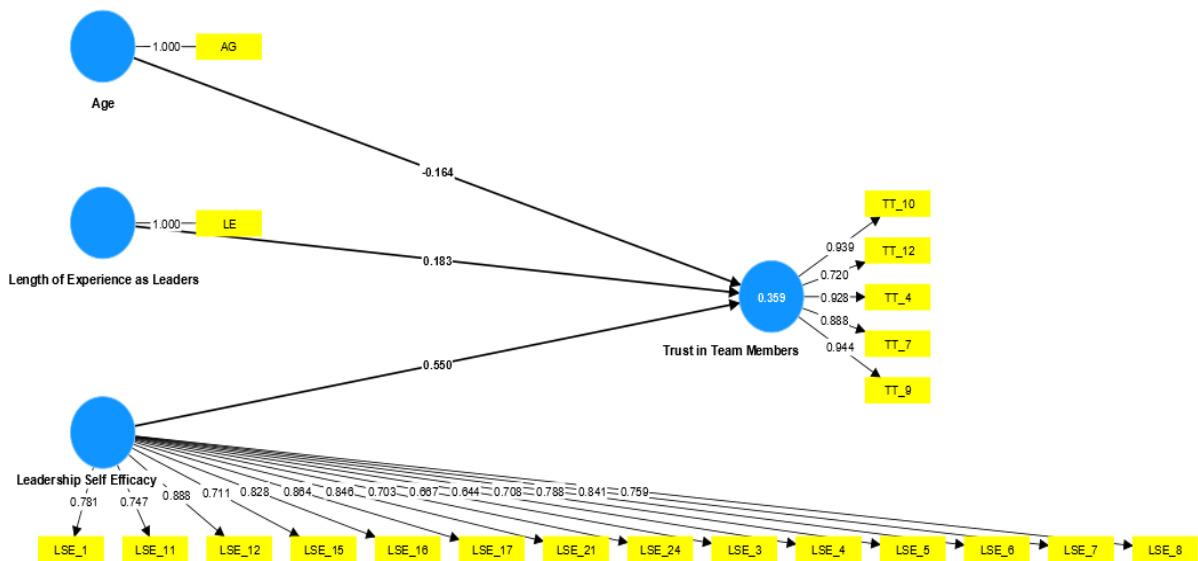


Figure 2. Partial Least Square Analysis

Source: results of data processing by researchers (2023)

The Assessment of Structural Model

Multicollinearity test

Multicollinearity indicates the existence of intercorrelation or the existence of a strong correlation between indicators. If the results of the Variance Inflation Factor (VIF) < 5 , it can be said that there is no multicollinearity problem so hypothesis testing can be carried out. The following table shows the VIF of the leadership self-efficacy and trust in team indicators

Table 4. Variance Inflation 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 is done by looking at 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 →	0.550	0.585	0.182	3.023	0.003

**Leader’s trust
in team
members**

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 R² 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

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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