

The Level of Employee Trust in The Boss in The Regional Secretariat of Cirebon City

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Abstract

This study aims to identify the type of employee trust in superiors and determine the tendency of the type of employee trust in superiors. The type of this research is qualitative research that used primary data, where the researcher conducts indirect interviews in the form of open questions to 18 respondents who are employees of the Cirebon City Regional Secretariat. The data were analyzed using qualitative descriptive analysis techniques. The results showed that the dimensions of integrity, competence, consistency, and openness were mostly knowledge-based trust. Meanwhile, the loyalty dimension is at the level of identification-based trust. While the type of employee trust in superiors tends to have confidence in the level of knowledge and level of identification

Keywords: *trust; trust levels; dimension of trust.*

1. Introduction

Work management is experiencing a change in leadership in the employment sector regionally, nationally, and globally (Sydanmaanlakka, 2003). In managing this transformation, related to the core competence and employee values, leadership needs to apply employee trust so that it can improve the dimensions of its human capital in a superior (talented) and sustainable manner. Employee trust is the belief that he or she is able, to be honest, and submit to commitments to organizational leaders, and actions within the organization will benefit employees (Gilbert & Tang, 1998).

Trust is the key to the functioning of the organization properly with the characteristics of communication or interaction between individuals inside and outside the organization that encourages the effectiveness of cooperation (Blomqvist & Stahle, 2004). The idea that trust is an important factor in organizational success is supported by several experts. According to Costigan et al., (1998) social collaboration and professionalism are important factors to create a trust that involves all parties in the organization. and furthermore that the level of trust shapes the success and financial quality of an organization. Trust has a relationship with the organization, namely Ineffectiveness in the organization broadly will lead to distrust among employees to management (Mishra & Morrissey, 1990). Thus, the relationship between trust can indicate employee attitudes in the working relationship of an organization, such as risk-taking, motivation, initiative, and professionalism. This means that when employees have confidence in the leaders of the company or organization, they will show work professionalism such as hard work and initiative to create company profits.

The importance of trust as a key to leadership, as explained by Robbins & Judge (2017), trust is a very important aspect of the employer-employee relationship. In addition, it is said that if employees do not trust their superiors, then superiors will not be able to lead their employees. Jones & Mason (2010) also stated that lack of trust in superiors is a factor that makes someone, in this case, an employee, not have the desire to change it at all. In its own definition, trust is a form of employee motivation to foster a definite feeling about change (Broto, 2015). According to Farida et al., (2016), trust in work management is no longer focused on positions as set out in traditional organizational systems but relies on trust. Trust becomes a culture in work that focuses on the team, showing teamwork is a more complex job (Farida et al., 2016). Plus, apart from teamwork which requires trust in one another, each individual on the team also develops trust in their superiors.

According to Dongoran & Robiyanto (2021), trust has four classifications, namely deterrence-based trust (trust based on expectations), rewarding-based trust (trust based on appreciation), knowledge-based trust (trust based on

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knowledge), and identification-based trust (trust based on identification). Ketole (2006) classifies trusts into three categories, namely identification-based trust, calculus-based trust, and knowledge-based trust. Meanwhile, according to Lussier (2008), trust has levels and puts organizational characteristics. The first level is deterrence-based trust, knowledge-based trust, and identification-based trust. Lussier (2008) also states, the dimension of trust has five classifications in it, which include integrity, competence, consistency, loyalty, and mutual openness. Integrity is a dimension that places the trust given by others to the individual. Individuals with integrity are individuals who are more open and honest in voicing their opinions. Individuals with integrity are very much needed by employees and company superiors so that relationships are established based on trust. Competence is a dimension that is directly related to abilities, as well as the ability to issue ideas, think, solve problems, and interpersonal skills in communication Lussier (2008).

Dongoran & Robiyanto (2021) state that there are nine elements of trust: familiarity, risk, expectation, consistency, competency, openness, concern, reliability, and norm. Trust becomes an element that grows between two and more people even though it is not constantly fixed, indicating that there is a possibility to develop and there is a possibility to break up (Bussing in Dongoran & Robiyanto (2021)). Trusting someone is a sign that there is a risk that that trust will be broken. In this case, trust is established despite understanding the risks. Fukuyama (1996) provides examples of elements of belief in Japanese culture and Chinese culture. The Japanese place high trust in their adopted children and start a new family. However, unlike the Japanese, the Chinese will continue to stick with each other (parent's family) even though they have a new family each other. In this case, the Japanese have more confidence in their business partners and the Chinese have a tendency to delegate business to their families.

A study from Dongoran & Robiyanto (2021) seeks to find out how trust plays an important role in business. This study used 101 students and 51 workers to determine the differences shown by the two. Subsequent research from Broto (2015) seeks to find out about the trust of company staff in their superiors by using the trust dimension as a dimension that wants to know the results. The latest research is the research of Farida et al., (2016) which aims to determine the effect of trust and commitment on work motivation.

This study has differences from previous studies. A study from Dongoran used students as one of the research populations for data collection, while this study did not use students because the scope of the research was at the Cirebon City Regional Secretariat. Dongoran & Robiyanto (2021) conducted research on the type of trust to institutions in general, while this study was more specific about the level of employee trust in superiors. Furthermore, the difference between Broto (2015) research and this research is that his research only uses the trust dimension in knowing trust from employees to superiors. Finally, Farida et al., (2016) research use work motivation variables in their research, and this study does not aim to determine the relationship between trust with work motivation but to determine the type of trust that employees have in their superiors. Researchers realize that there is a gap in previous research, namely that there has been no previous research using the Cirebon City Regional Secretariat as the object of research. In addition, gaps were also found in the use of research designs, namely previous studies used more quantitative designs, while this study used qualitative designs.

The Cirebon City Regional Secretariat was used in the research because the agency had never been used as an object of research, so it became a novelty in research on the type of trust to superiors. Researchers are interested in knowing the type of trust that employees have in their superiors at the Cirebon City Regional Secretariat because the Regional Secretariat is a government agency that is one of the most important factors in regulating a government system, so it does not escape the demands of greater efficiency in resource management and trust is strongly enforced between superiors and subordinates (Mu'amar, 2015). From the previous research that has been described, the researcher is interested in identifying and analyzing the level of trust that employees have in their superiors by using the level of trust within the scope of the organization deterrence-based trust (trust based on expectations), rewarding based trust (trust based on rewards), knowledge-based trust (trust based on knowledge), and identification-based trust (trust based on identification). Analyzing trust in superiors can be a useful consideration in decision-making by institutional or organizational leaders.

Based on the background of the problem that has been described, the main problems of this research are: (1) What is the type of employee trust in superiors? (2) Based on the type of trust, employees tend to have which trust? Then, the objectives of this study are: (1) To identify the type of employee trust in superiors. (2) To determine the tendency of the type of employee trust in superiors. The benefits of this research include being able to contribute to adding to the literature review related to the level of trust in superiors. Then, for institutions, it can be taken into consideration in managing human resources, especially in determining jobs.

2. Literature Review

2.1. Trust

Trust is an aspect that is known to be not always constant and has varying levels to produce actions in the form of trusting and can be trustworthy. Trusting relates to an individual's willingness to take risks both for good and for bad outcomes that are placed on other individuals. Meanwhile, trustworthy is an aspect that focuses on accepting the trust built by others (Johnson, 1993).

According to Cempakasari & Yoestini (2003) trust is an expectation to be able to exchange or interact where one party has high self-confidence or confidence. Rousseau in (Schilke & Cook, 2013) states that trust is a process of individuals placing vulnerable expectations to expect positive results received from actions taken by trusted people. In some cases, trust is placed on other individuals on the basis of the reputation held by the individual, as well as stereotypes, which are shown from real experience and also based on the psychological orientation of other individuals who are trusted.

Johnson & Swap dalam Williams (2012) put forward a theory of trust which includes two types: trusting and trustworthy. Trusting is directly related to openness and sharing. Meanwhile, trustworthy is an aspect that is directly related to support (support), acceptance (acceptance), and the desire for cooperative intention (cooperative / work). In this theory, trust is formed from an intimate relationship between individuals and groups, which allows them to build a communication that accepts, cooperates, and is willing to provide intentions and support in order to place that trust. So, when an individual has a desire to gain trust from other individuals, he or she is required to be someone who is trustworthy.

From the various definitions of trust that have been mentioned, the definition of trust in this study according to Rousseau in (Schilke & Cook, 2013) which states that trust is a process of individuals placing vulnerable expectations to expect positive results received from actions taken by trusted people.

2.2. Dimensions of Trust

According to Robbins & Judge (2017), there are five dimensions found in trust, namely integrity, competence, consistency, loyalty, and openness. Integrity is a dimension that focuses on the truth and honesty of the individual. Meanwhile, competence is a dimension based on interpersonal skills and individual knowledge. Consistency relies on judgments and predictions placed on the individual. Consistency is a belief that is based on words and actions that are consistent and not wishy-washy. Furthermore, loyalty is how individuals are willing to be loyal and protect other individuals who are trusted. Finally, openness is how individuals tell everything they know on the basis of the trust they place in other individuals. Trust in business and the business world is a trust that considers various aspects to give trust to one another (Robbins & Judge, 2017).

Meanwhile, according to Stoner (2021) the dimension of trust consists of four components which include integrity, competence, reliability, and concern. Integrity is an honest and ethical attitude, in this case honesty is an important dimension of trust. Then competence or competence, which is a skill that is mastered to be able to carry out work with satisfactory results, so that it can be trusted. Next reliability, which is the ability to be committed. Commitment here means being reliable to complete tasks or work on time. The last dimension is concern or care, which means an attitude of caring for the welfare of others. Having a caring attitude means being willing to open your heart to others, so that the level of trust that other people have will increase.

In line with Grossman (2017) who mentions the dimensions of trust include integrity, competence, and concern. Integrity is defined as a set of principles or values that can be relied on to maintain commitments. Competence is defined as the ability to carry out roles and be responsible. Concern, namely the ability to care for others. Grossman (2017) also states that these three dimensions are the core elements of trust. If all three cannot be fulfilled, then the mission in an organization cannot contribute properly.

Based on the expert opinion regarding the dimensions of trust above, it can be concluded that the dimension of trust consists of good attitudes and abilities, which everyone needs to have in order to gain trust from others. These attitudes and abilities include integrity, competence, reliability, consistency, loyalty, and concern for the welfare of others.

From the various dimensions of trust that have been described, the dimensions of trust used in this study according to Robbins & Judge (2017) which states that there are five dimensions found in trust, namely integrity, competence, consistency, loyalty, and openness.

2.3. Level of Trust

Ketole (2006) classifies trust into three categories, namely identification-based trust, calculus-based trust, and knowledge-based trust. Furthermore, Lewicki & Wiethoff (2006) stated that in two categories of levels of trust, namely calculus-based trust, and identification-based trust. Dongoran & Robiyanto (2021) suggest four types of trust levels: deterrence-based trust, rewarding-based trust, knowledge-based trust, and identification-based trust. The explanation of the four types of levels of trust according to Dongoran & Robiyanto (2021) is as follows:

- (1) **Deterrence-based trust** is the level of trust that is generally found in individuals who have just met each other or have the earliest level of trust. This refers to accepting a level of vulnerability that has a cost/risk basis that is taken into account to then determine whether the individual wants to maintain the relationship by placing trust or destroying it directly without having to know let alone put trust in the person. It shows how individuals take into account other individuals before they place their trust (count), associating other terms of this type (Robbins, 2003).
- (2) **Rewarding-based trust** is a common type of trust that employees have in their superiors. In this type, employees put their trust in their superiors because of the history of their superiors giving awards for their hard work and performance. Rewards given can be in the form of additional bonuses, promotions, or just verbal and direct rewards when the company has successfully completed a major project. When an employer rewards employees, it gives employees confidence to their superiors that they are valued, and leads them to a desire to continue working and become loyal employees of the company. It also creates a new emotional bond, so psychological and mental, and feels that the boss also believes in them by giving rewards (Robbins & Judge, 2015).
- (3) **Knowledge-based trust** is a level of trust based on past interactions between individuals and groups. Individuals have the potential to be trusted on the basis of the behavior shown to others and their social environment, which in turn gives confidence to the individuals around them for their good behavior. In work relationships (coworkers), generally, this type of trust is the type of trust given to each other Robbins & Judge, 2017). Husted (1998) states that the performance of co-workers is an aspect that can give confidence to other individuals/coworkers. These interactions and performances become subsequent interactions and performances based on trust.
- (4) **Identification-based trust** is the level of trust that occurs on the basis of identification through desires obtained from other individuals. This is the highest level that occurs interpersonally. This level, Lewicki and Wiethoff (2006) stated that this level is based on the similarity that exists in perception (perceived compatibility), interrelationships between individuals, common goals, and high beliefs to then provide positive expectations of trust. At this level too, there is a constant trust given to each other so that it seems as if they do not give explicit trust, but have been embedded in each other's minds. This level is the level that occurs in every individual who generally has the most intimate emotional bonds and relationships when distinguished from other (Robbins & Judge, 2017).

Based on the research results of Dongoran & Robiyanto (2021), the first type of trust to be on knowledge-based trust, and the second on identification-based trust. Knowledge-based trust occupies the top position in the type of trust in institutions/organizations and individuals/people. Most respondents have knowledge-based trust in others, especially journalists, politicians, educators/teachers, doctors/nurses, and businessmen. Meanwhile, the trend of type of trust is generally occupied by the identification-based trust.

The results of this study are in accordance with Kadoya *et al.* (2021) who states that the level of trust tends to appear along with the knowledge possessed by the individual. The knowledge possessed by individuals can minimize the occurrence of risk because in carrying out their work, individuals have to consider and identify their work.

From the statement above, it is stated that the level of trust held by other people towards the individual tends to the knowledge possessed by the individual. Individuals who have good knowledge, have the potential for good knowledge and behavior towards their social life in the environment, as well as in the place where they work.

3. Method

This study used qualitative research with descriptive methods. The qualitative research method is a research method based on philosophy, which is used to examine scientific conditions (experiments) with researchers as instruments, data collection and analysis techniques that are qualitative in nature with more emphasis on meaning (Sugiyono, 2018).

The data collection technique used in this study is primary data obtained from employees of the Cirebon City Regional Secretariat using quota sampling. Data obtained through indirect interviews in the form of open questions to 18 respondents.

4. Results and Discussion

4.1. Informant

Table 1. Informants

| No | Variable | Indicator | Amount |
|------------|-----------------------|------------------------------------|-----------------------|
| 1 | Sex | Male | 9 |
| | | Female | 9 |
| 2 | Last Education | SMA/SMK | 2 |
| | | Diploma | 3 |
| | | S1 | 10 |
| | | Masters | 3 |
| | | S3 | 0 |
| 3 | Section/Unit | General | 2 |
| | | Organization | 2 |
| | | Protocol and Communication Leaders | 2 |
| | | Administration | 2 |
| | | Economic Development | 2 |
| | | Procurement of Goods and Services | 2 |
| | | Government | 2 |
| | | People's Welfare | 2 |
| | | Law | 2 |
| | | 4 | Length of Work |
| 6-10 years | 8 | | |
| >10 years | 6 | | |

Source: Primary Data, September 2022

In this study there were 18 respondents. Based on gender, the number of male and female respondents is the same, namely nine people each. Based on the level of education, most of them are S1 graduates. In terms of units, there are nine units and each unit is represented by two people. Based on the length of work of respondents at the Regional Secretariat of Cirebon City, most of them have been above 5 years and some have even been above 10 years.

4.2. Employee Trust Level

4.2.1. Integrity Dimension

Dimension Integrity dimension is a dimension that focuses on the truth and honesty of the individual. The dimension of integrity is the most crucial dimension in building trust because one's honesty is at stake (Robbins & Judge, 2015). From observations in the work environment, various results were found regarding the level of trust measured on the integrity dimension.

From the results of the study, it was found that respect for superiors was the statement that received the highest IBT reaction. IBT (Identification-Based Trust) is the highest level of trust which is influenced by the attachment between individuals, common goals, and high confidence to then provide positive expectations of trust. From the results of the study, it was found that as many as 10 respondents, or 55.6% of employees felt they believed in their leaders and respected them because their beliefs were positive if they had good relations with their superiors. The statement

regarding the disclosure of information for both projects and other unit issues shows that there are similar results, namely 77.8% for knowledge-based trust and 22.2% for the identification or the highest level of trust.

Table 2. Level of Employee Trust in Superiors Dimensions of Integrity

| No | Variable | DBT | RBT | KBT | IBT | Percentage |
|----|----------------------------------------------------------------|--------------|--------------|---------------|--------------|------------|
| 1. | I always tell my superiors if I have problems with other units | 0 | 0 | 13 (72.2%) | 5 (27.8%) | 100 % |
| 2. | I always respect my superiors | 3 (16.7%) | 2 (11.1%) | 3 (16.7%) | 10 (55.6) | 100 % |
| 3. | I am always open about projects given by my supervisor | 0 | 0 | 14 (77.8%) | 4 (22.2%) | 100% |

Source: Primary data, September 2022

There is a high choice in the Knowledge-Based Trust due to the perception that KBT is a level of trust based on employee knowledge including knowledge of organizational culture and the characteristics of their superiors so that when employees encounter problems with other teams or in the projects they are working on, they will tell them about it. to their superiors so that the decisions they take will not harm the company and they will not be penalized for reporting to their superiors beforehand. This is supported by a statement of opinion submitted by R3 from the organizational division/unit “In my opinion, a job must be based on trust, and must be based on knowledge. Because work is not just done but must have more knowledge so that superiors can believe that what we are doing is up to standard.” This statement is in line with the research of Kadoya *et al.* (2021) which states that the level of trust tends to appear along with the knowledge possessed by the individual. The indicator for question number two received a response of 3 respondents or equivalent to 16.7% of respondents who chose the DBT trust dimension because employees felt that if they did not tell their superiors about the problems they faced in the work environment, it would actually bring a boomerang for them, namely they would suffer consequences if they do not carry out instructions as directed by their superiors. The results of this research in the dimension of integrity are supported by the research of Dongoran & Robiyanto (2021) which found results if the tendency of the type of trust to occupy the first position is knowledge-based trust and the second is identification-based trust.

4.2.2. Competency Dimension.

Dimension The competency dimension is a dimension based on interpersonal skills and individual knowledge (Robbins & Judge, 2017). In other words, competence is defined as the ability to carry out roles and be responsible (Grossman 2017). From the results of observations in the work environment, various results were found regarding the level of confidence measured in the competency dimension.

Table 3. Employee Trust Level in Supervisor Competency Dimensions

| No | Variable | DBT | RBT | KBT | IBT | Percentage |
|----|-----------------------------------------------------------------------------------------------------------|--------------|--------------|---------------|--------------|------------|
| 1. | My supervisor can be a source of information related to the work assigned | 0 | 0 | 14 (77.8%) | 4 (22.2%) | 100 % |
| 2. | My supervisor provides direction to me in order to create good work coordination | 1 (5.6%) | 2 (11.1%) | 6 (33.3%) | 9 (50%) | 100 % |
| 3. | My supervisor works according to the actual situation, neither adding nor subtracting facts which exists. | 1 (5.6%) | 0 | 13 (72.2%) | 4 (22.2%) | 100 % |
| 4. | My supervisor behaves and acts according to the prevailing norms. | 2 (11.1%) | 1 (5.6%) | 8 (44.4%) | 7 (38.9%) | 100 % |

Source: Primary data, September 2022

From the results of the study, it was found that statements about superiors who can be a source of information with superiors who work in accordance with reality have the same level of trust, namely 77.8% trust level based on knowledge and 22.2% confidence level based on identification. The level of trust based on knowledge in the competency dimension means that if employees believe in the ability of their superiors in carrying out their roles and

responsibilities, employees also believe that their superiors exercise their authority in accordance with the facts. this is supported by R1's statement from the General section/unit which says "I choose KBT because I feel I know and can understand my superiors so I can predict their actions are in accordance with applicable regulations".

In the statement of superiors who provide informative directions and in accordance with applicable norms, the level of trust is the same, namely 88.4% for knowledge-based trust and 38.9% for trust-based identification aspects. In other words, if employees choose to believe in their superiors because of their vision and mission thinking that are in line and in accordance with the opinion of R9 from the organizational division/unit which says if "I believe that my supervisor and I personally have the same goals for the agency and for the good of the agency, I have high confidence in my boss, so I have positive expectations for my boss". The results of this study are supported by research by Raharso (2021) which states that in the competency dimension, employee trust is much higher in knowledge-based trust because employees feel they have a close relationship with their superiors.

4.2.3. Dimensions of Consistency

Consistency relies on judgments and predictions placed on the individual. Consistency is a belief based on consistent words and actions (Robbins & Judge, 2017). From the results of observations in the work environment, various results were found regarding the level of confidence measured in the consistency dimension.

Table 4. Employee Trust Level in Bosses Dimensions of Consistency

| No | Variable | DBT | RBT | KBT | IBT | Percentage |
|----|------------------------------------------------------------------------------------------------|-------------|--------------|---------------|---------------|------------|
| 1. | My supervisor is committed to his employees | 0 | 0 | 5 (27.8%) | 13 (72.2%) | 100 % |
| 2. | My supervisor has concern for his employees | 1 (5.6%) | 2 (11.1%) | 5 (27.8%) | 10 (55.6%) | 100 % |
| 3. | My supervisor does not accept anything that is not his right | 0 | 1 (5.6%) | 14 (77.8%) | 3 (16.7%) | 100 % |
| 4. | My supervisor suggests things that according to his considerations and beliefs need to be done | 0 | 1 (5.6%) | 14 (77.8%) | 3 (16.7%) | 100 % |
| 5 | My supervisor always weighs the problems and their consequences carefully | 0 | 0 | 17 (94.4%) | 1 (5.6%) | 100% |

Source: Primary data, September 2022

From the research results obtained if the average respondent puts their level of trust in Knowledge-based trusts and Identification based trusts. On the indicator statements, superiors who always weigh causality carefully get a high level of trust based on knowledge because employees feel that if they feel they know the personality of their superiors, they are goal-focused people and risk anything to face challenges that make it difficult to achieve their goals. This is reinforced by the statement of consistency from R12 from the section/unit of Economics and Development "I feel I know and can understand my superiors so I can predict their actions." In this consistency dimension, on average, employees put their trust in the KBT level because they feel their superiors are people consistent with applicable laws and regulations including the entity's Standard Operating Procedures (SOP), their superiors also treat each employee well through their care. This is supported by the statement R5 from the Administration division/unit "employees and superiors must obey the existing regulations in the office in order to create a good work environment." The results of this study are in line with Fitriah (2022) which found that if employees already have the assumption of closeness to their superiors, they will place full trust based on their experience and knowledge.

4.2.4. Loyalty Dimensions

Loyalty is how individuals are willing to be loyal and protect other trusted individuals (Robbins & Judge, 2017). From the results of observations in the work environment, various results were found regarding the level of trust measured in the loyalty dimension.

The results of the study found that In this dimension, there are respondents who give their level of trust at the level of deterrence-based trust and rewarding-based trust. Loyalty is a dimension related to the extent to which each individual has the ability to continuously support a person or agency. Respondents who place their trust in deterrence occur

because they tend to be afraid that if they do not respect and feel happy in the office environment, it will affect the consequences of punishment. This is supported by the statement R18 from the section/unit of the Procurement of Goods and Services “which is the basis because there are acceptable consequences if I do not carry out instructions according to the direction of my superiors”. At the rewarding, the main reason is that they must be loyal to their agency and superiors because they expect reciprocity in the form of promotions. This is supported by R7's statement from the People's Welfare section/unit "in my opinion because a promotion to raise a position can affect the way things work." It can be said that the loyalty and workings of an employee have the aim of increasing their potential at a higher level.

Table 5. Level of Employee Trust in Bosses Loyalty Dimensions

| No | Variable | DBT | RBT | KBT | IBT | Percentage |
|----|-----------------------------------------|--------------|--------------|---------------|---------------|------------|
| 1. | I respect my boss | 2 (11.1%) | 1 (5.6%) | 3 (16.7%) | 12 (66.7%) | 100% |
| 2. | I feel comfortable working with my boss | 0 | 2 (11.1%) | 3 (16.7%) | 13 (72.2%) | 100 % |
| 3. | I try not to disappoint my boss | 1 (5.6%) | 1 (5.6%) | 12 (66.7%) | 4 (22.2%) | 100 % |
| 4. | I am happy/willing to help my boss | 1 (5.6%) | 4 (22.2%) | 4 (22.2%) | 9 (50%) | 100 % |
| 5 | My supervisor expresses his trust in me | 0 | 2 (11.1%) | 6 (33.3%) | 10 (55.6%) | 100% |

Source: Primary data, September 2022

The tendency of respondents in choosing their level of trust in the loyalty dimension places KBT and IBT at a high level of trust because they have reasons to respect superiors based on applicable regulations and a sense of responsibility to respect superiors and act so as not to lose trust from superiors to carry out a task. This research is not in line with the research of Dongoran & Robiyanto (2021) because it is dominated by the choice of KBT and IBT trust levels based on the willingness of employees to respect their superiors in order to create an experience of mutual trust.

4.2.5. Dimensions of Openness

Openness is how individuals tell everything they know on the basis of the trust they place in other individuals. The dimension of openness will see the extent to which employees trust their superiors considering that all information should be given openly to employees (Robbins & Judge, 2017). From the results of research on the work environment, various results were found regarding the level of trust measured in the openness dimension.

Table 6. Level of Employee Trust in Bosses Dimensions of Openness

| No | Variable | DBT | RBT | KBT | IBT | Percentage |
|----|----------------------------------------------------------------------------------|-----|-----|---------------|-----------|------------|
| 1. | My supervisor motivates himself by showing consistent enthusiasm to always work. | 0 | 0 | 12 (66.7%) | 6 (33.3%) | 100 % |
| 2. | My supervisor assigns employees according to their area of expertise | 0 | 0 | 15 (83.3%) | 3 (16.7%) | 100 % |
| 3. | My supervisor can provide solutions for problems that occur in work | 0 | 0 | 12 (66.7%) | 6 (33.3%) | 100% |

Source: Primary data, September 2022

In the results of the study, the results obtained if the average respondent put their trust in the level of knowledge and identification. In the statement of placement of employees according to their field of expertise, they get trust at the knowledge as much as 83.3% superior, this shows that the level of trust is a consideration for continuing cooperation. Employees feel confident if their superiors are open in terms of employee placement which will affect the agency's performance in handling a project. This is supported by the statement R10 from the Protocol and Communications

Section/Unit of the Leaders "This level of trust can be one of the considerations in collaborating with other people or with superiors by seeing how the performance or projects being worked on together can run smoothly or not."

In the statement of providing solutions and self-motivation, they received the same level of confidence, namely 66.7% for knowledge and 33.3% for identification, meaning that employees feel trust in their superiors for all decisions and the motivation given is always based on correct information or facts. This is supported by the statement R13 from the Legal division/unit "I think IBT is almost the same as KBT, where the trust that has been given must be based on, and what is done is not something that is covered up. So, in working it must be transparent and honest." Respondents also admitted that identification-based trust is the most difficult trust to achieve and it takes a long time to get it. A lot of effort has been made to get it and the results are usually satisfactory. R16 from the Administration division/unit said that "IBT's trust is like zero trust given to superiors because we as employees have to head over heels to get the attention of leaders, especially in this part of our openness".

Considering that this study involved respondents who came from government non-profit organizations, employees in providing a level of trust in the openness dimension did not place a choice on DBT and IBT because they felt they were never used by their superiors and their superiors only carried out everything according to procedures including placing them in the field. - Fields that are in accordance with their expertise. Respondents admitted that they felt that their relationship with their superiors was well established so that they did not feel used or taken advantage of. The results of this study are in line with the research of Budiyantri & Nurman (2019) which found that the openness dimension tends to place their knowledge-based beliefs about their management attitude preferences.

4.3. Tendency of Employee's Trust Level on Superiors

From the results of research that has been carried out in five different dimensions of trust, it is found that most employees place their trust in superiors at the knowledge level and at the identification level. The highest reason employees place their trust at the knowledge level is because the interactions between individuals within the entity are going well. Individuals have the potential to be trusted on the basis of the behavior shown to others and their social environment, which in turn gives confidence to the individuals around them for their good behavior, in short, employee trust placed at this level is assumed because employees explain they already know each other's characteristics so that they believe that the characteristics of superiors can be trusted within the scope of work.

The reason employees place their trust in the Identification-based trust is that employees base it interpersonally, namely employees claim to have more confidence in their superiors because they have the same goal. IBT (Identification-Based Trust) is the highest level of trust which is influenced by the attachment between individuals, common goals, and high confidence to then provide positive expectations of trust. This level is the level that occurs in every individual who generally has the most intimate emotional bonds and relationships when distinguished from other beliefs. The results of this study are in line with the research of Dongoran & Robiyanto (2021), where the tendency of the first type of trust is knowledge-based trust and the second is identification-based trust. Knowledge-based trust occupies the top position in the type of trust in institutions/organizations and individuals/people because it is assumed based on knowledge of one's characteristics and identification-based trust occupies the second position based on the similarity of goals.

5. Conclusions

Based on the results of the study, several conclusions were obtained regarding the level of employee trust in their superiors at the Cirebon City Regional Secretariat, namely: In the integrity dimension, it was found that as many as 10 respondents or 55.6% of employees felt they believed in their leaders and respected them because their belief was positive if maintain good relations with their superiors and their trust is on average at the Knowledge-Based Trust level.

Dimensions of competence get results if employees trust their superiors because competence is 77.8% with the level of trust based on knowledge and 22.2% level of trust based on the condition of identification. The level of trust based on knowledge in the competency dimension means that if employees believe in the ability of their superiors in carrying out their roles and responsibilities, employees also believe that their superiors exercise their authority in accordance with the facts.

The Consistency dimension gets results if employees put their trust in the KBT level because they feel their superiors are people who are consistent with applicable rules and laws including the entity's Standard Operating Procedures (SOP), their superiors also treat each employee well through their concern with a trust value of 77, 8%.

The loyalty dimension places KBT and IBT at a high level of trust because employees have reasons to respect superiors based on applicable regulations and a sense of responsibility to respect superiors and act so as not to lose the trust of superiors to carry out a task with a value of 72.2%.

In the openness dimension, employees feel confident if their boss is open in everything. In the statement of providing solutions and self-motivation, they received the same level of confidence, namely 66.7% for knowledge and 33.3% for identification, meaning that employees feel trust in their superiors for all decisions and the motivation given is always based on correct information or facts. In this study involving respondents who come from government-owned non-profit organizations, employees providing a level of trust in the openness dimension do not place a choice on DBT and IBT because they feel they have never been used by their superiors.

Based on the type of trust, employees tend to have confidence in their superiors at the level of knowledge and level of identification. The highest reason employees place their trust in the knowledge is because the interactions between individuals within the entity are going well. Individuals have the potential to be trusted on the basis of behavior shown to others and the social environment which in turn gives confidence to individuals around them for good behavior. In summary, employee trust placed at this level is assumed because employees explain they already know each other's characteristics so they believe that the characteristics of superiors can be trusted within the scope of work.

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