

Altruistic leadership and trust in leaders at the public housing and residential areas service of Madiun City

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ABSTRACT

Trust is essential to improve leadership and organizational effectiveness. Since successful leadership is essential to an organization's success, the most crucial element influencing subordinates' trust in a leader is the leader's personal qualities. A connection between a leader and their subordinate that is founded on equality, dedication, collaboration, mutual respect, and dependability is known as trust in leaders. This study aims to experimentally explore the connection between altruistic leadership and trust in leaders. The respondents of the study were 34 State Civil Apparatus assigned to the Public Housing and Residential Areas Service of Madiun City. Data collection used a questionnaire that was administered directly to the respondents. Data analysis used the help of Smart PLS software version 3. The findings of the analysis indicate a strong positive impact of altruistic leadership on trust in leaders. Based on the study's findings, leaders and followers can establish a mutually advantageous relationship in which leaders' selfless actions foster trust in followers.

Keywords: Altruistic leadership, Trust in leaders, Organizational effectiveness.

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1. INTRODUCTION

The leadership of an organization becomes the center of attention because without a leader who has the ability of an organization effectively, the organization will not be able to achieve success. According to House et al. (1999), leadership is the capacity of an individual to persuade, inspire, and assist others in order to contribute to the success and efficacy of the organization. One type of constructive leadership that can increase positive outcomes in an organization is leadership that demonstrates altruistic behavior (Butt et al., 2023). Altruistic leadership can increase organizational learning capability (Mallén et al., 2015). An altruistic leader's kind demeanor may foster a relaxed and joyful workplace, which in turn can impact subordinates' optimistic outlooks (Abdillah et al., 2024), such as increasing intrinsic motivation and employee creativity (Jumarno et al., 2023); trust in leaders (Juliandi et al., 2023; Romaita et al., 2022). Subordinates' trust in a leader is considered important for the effectiveness of an organization (Islam et al., 2020); by reducing knowledge hiding (He & Wei, 2022; Michalová et al., 2024); increasing work engagement (Baquero, 2023; Islam et al., 2020); improving performance (Mallén et al., 2015); and improving the culture of knowledge (Michalová et al., 2024).

According to Schoorman et al. (2007), followers' confidence in the leader's actions—specifically, their anticipation of favorable results from the leader's choices—determines their level of trust in the leader. The fundamental tenet of leader-member exchange (LMX) theory, according to which leaders treat followers differently depending on the nature of the transaction, is consistent with this viewpoint (He & Wei, 2022). Altruistic leadership creates an environment where social exchanges are mutually beneficial, such as leaders providing support and resources to subordinates and subordinates providing performance and loyalty to leaders, thus strengthening long-term relationships between leaders and subordinates. Altruistic leadership is very important in increasing subordinates' optimistic perceptions such as job satisfaction and being a motivator of beneficial behavior (Salas-Vallina & Alegre, 2018). A number of earlier empirical investigations have demonstrated a connection between confidence in leaders and specific leadership philosophies, such as transformational leadership (Islam et al., 2020; Ahsan, 2021); authentic leadership (Kleynhans et al., 2022; Baquero, 2023); servant leadership (Rahal & Farmanesh, 2022; Setiawan & Ekhsan, 2020).

Research on altruistic leadership and its impact on trust in leaders, especially in the public sector, is very important for several fundamental reasons. In the middle of the ever-growing global challenges, these two concepts play a crucial role in shaping a healthy and sustainable organizational climate. Here are the reasons why this study is relevant and needs attention: a) building trust as a strong organizational foundation. Trust is a key pillar for any organization that wants to achieve optimal performance and long-term stability. When subordinates have high trust in their leaders, this will encourage various positive behaviors such as: 1) increased employee commitment to organizational goals, 2) better collaboration, namely a trust-filled environment facilitates effective teamwork, 3) increased performance; b) overcoming the crisis of trust in leadership. In recent decades, many organizations have faced a crisis of trust caused by various scandals, unethical leadership practices, and lack of transparency. This condition damages employee morale and ultimately has a negative impact on the reputation and performance of the organization. Conducting a study on altruistic leadership can offer potential solutions to restore and prevent this crisis of trust.

Leaders who prioritize the interests of others, show empathy, and act ethically tend to be more trusted by their subordinates. An empirical study to prove this basic concept was conducted by researchers by taking a study at the Public Housing and Settlement Area Service of Madiun City, which is one of the government agencies in Madiun City which is the subject of this study to determine the relationship between altruistic leadership and trust in leaders, especially in government agencies, considering that research on this matter is still limited. The duties and functions of the Public Housing and Settlement Area Service are to carry out the arrangement and development of slum and/or less habitable residential areas in order to realize a clean, healthy, and comfortable environmental area, as well as to participate in the management of parks, cemeteries, and/or public street lighting. The Public Housing and Settlement Area

Service of Madiun City is required to provide good, fast, and satisfactory service quality in completing tasks, so that altruistic behavior in leadership in the agency reflects one of the good service behaviors.

2. THEORETICAL BACKGROUND

2.1. Altruistic Leadership

One form of constructive leadership is altruistic leadership (Butt et al., 2023). Altruistic leadership is a human-centered leadership style that is recognized by leaders who put their followers' well-being ahead of their own interests, have a strong commitment to them, and exhibit selflessness and concern for their welfare (Abdillah et al., 2022; Barbuto & Wheeler, 2006; Salas-Vallina et al., 2018). Altruism entails identifying issues and looking for solutions. Altruism entails identifying issues and looking for solutions (Kaushal & Mishra, 2018). Sincerity, compassion, empathy, respect, and affection for subordinates are all displayed by altruistic leaders (Abdillah et al., 2024). A unique combination of charisma, perseverance, and selflessness characterizes altruistic leadership, which enables leaders to inspire their followers to achieve seemingly impossible goals

Altruistic leadership measurement was developed by Barbuto and Wheeler (2006) which includes 1) "my immediate superior prioritizes my interests over his interests"; (2) "my immediate superior does everything he can to serve me"; (3) "my immediate superior sacrifices his own interests to meet my needs"; (4) "my immediate superior does something beyond his duties and responsibilities to meet my needs". These items have been translated into Indonesian and validated by Abdillah et al. (2020) by taking samples from a number of employees of information and communication companies, higher education institutions, and hotels in one city in Indonesia with good internal consistency results. The altruistic leadership instrument has also been applied in research at a State Vocational High School by Sari et al. (2023); also applied to the State Civil Apparatus of a District Office by Juliandi et al., 2023).

2.2. Trust in Leaders

Trust in leaders is essential for improving employee performance and strengthening a positive work culture in the workplace. According to Mayer et al. (1995), followers are more inclined to engage in risky activities (such as disclosing private information) when they think their leaders are trustworthy, capable, or kind. Trust creates a work environment that is conducive to honest and open communication between subordinates and leaders. Since trust has an impact on subordinates' performance, efficacy, and motivation, it is a crucial factor in determining the effectiveness of a leader (Alzaabi & Khaimah, 2023). Whittington (2017) stated that leaders may cultivate a healthy organizational culture that encompasses justice, honesty, and integrity when employees have faith in them.

Trust in leaders is a phenomenon in organizational settings, and leader behavior makes a significant contribution to the development of trust (Dirks & Ferrin, 2002). The measurement of trust in leaders that has been adapted in research in Indonesia by Airlangga and Mandiri (2022), includes two dimensions, namely: 1) ability, namely the capacity that a person has in carrying out tasks in a job, consisting of two (2) measurement indicators, namely expertise and competence; 2) integrity, namely a person's image in an organization that can be seen from daily behavior and actions, consisting of two (2) measurement indicators, namely fairness and loyalty.

2.3. Relationship between Altruistic Leadership and Trust in Leaders

Leadership behaviors have a significant impact on whether or not followers will grow to trust the leader (Baquero, 2023). Since altruistic leadership is highly concerned with the interests and well-being of subordinates, it is regarded as human-centered leadership (Abdillah et al., 2022). According to Yukl and Gardner (2020), altruism is an attitude or action that is happy to help others, willing to take risks or make sacrifices to protect or benefit others, put the needs of others above one's own needs, volunteer for activities from services that require extra time and are not part of official job requirements.

An altruistic leader has a propensity to genuinely care about his people (Engelbrecht et al., 2018). In accordance with the premise of the social exchange theory (Blau, 2017), altruistic leaders have the tools to foster high levels of trust. One element that enables leaders and their followers to succeed in their roles is trust (Alzaabi & Khaimah, 2023). In the context of social exchange theory, altruistic leadership can build trust in leaders for several reasons: 1) altruistic behavior as a signal of good intentions, meaning that when a leader shows altruistic behavior, subordinates tend to see it as a signal that the leader has good intentions towards them, so this can increase subordinates' trust in the leader; 2) reciprocity from subordinates, meaning that the leader's altruistic behavior can encourage subordinates to provide positive feedback, for example by improving performance, loyalty, or support for the leader, thus strengthening the relationship between the leader and subordinates.

Making reference to a number of empirical investigations regarding the connection between transformative leadership (Islam et al., 2020; Ahsan, 2021), authentic leadership (Kleynhans et al., 2022; Baquero, 2023); servant leadership (Rahal & Farmanesh, 2022; Setiawan & Ekhsan, 2020), and altruistic leadership (Juliandi et al., 2023; Romaita et al., 2022), the research hypothesis is formulated as follows: altruistic leadership has a positive and significant relationship with trust in leaders.

Figure 1 illustrates a conceptual model of the connection between altruistic leadership and trust in leaders.

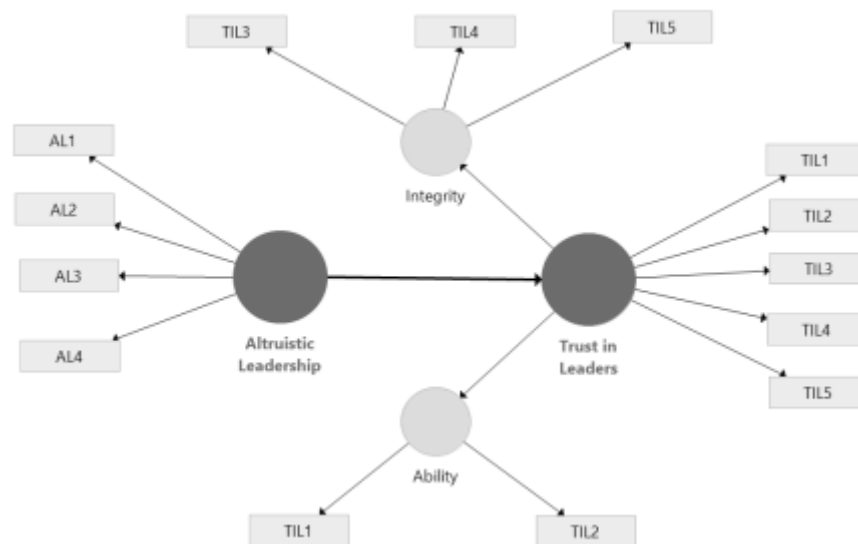


Figure 1. Conceptual Model

3. METHODOLOGY

This study examined the connection between altruistic leadership and leader trust using a quantitative methodology. The study population consisted of 34 The State Civil Apparatus assigned to the Public Housing and Settlement Service of Madiun City, and all were used as research samples. The questionnaire was administered directly to the respondents. The operational definition of altruistic leadership is the behavior (action) of a leader who is sincere and prioritizes the welfare of his followers by prioritizing the interests of followers above their own interests. This includes considering the rights and welfare of followers more, showing empathy for followers, and acting in a way that advances the interests of followers. Measurement of the altruistic behavior of leaders in the research of Mallén et al. (2015); Abdillah et al. (2020) used four (4) measurement items adapted from Barbuto and Wheeler (2006), where the four adapted measurement items were proven to have high validity. The four measurements used are as follows: AL1 (My immediate superior prioritizes my interests over his/her interests); AL2 (My immediate superior does everything he can to serve me); AL3 (my immediate superior sacrifices his/her own interests to meet my needs); and AL4 (My immediate superior does something beyond his/her duties and responsibilities to meet my needs).

The definition of trust in a leader is the belief of subordinates that the leader is competent, has integrity, consistency, and loyalty; and has the ability to communicate, so that the relationship between the leader and subordinates occurs on the basis of mutual respect, cooperation, commitment and mutual reliance. The measurement of trust in leaders according to [Airlangga and Mandiri \(2022\)](#) refers to two dimensions (ability and integrity), which is developed into five (5) statement items about: 1) TIL1: My leader is an expert in his role as a leader (expertise); 2) TIL2: My leader is competent in carrying out his role as a leader in terms of knowledge, skills, and attitude (competence), 3) TIL3: My leader is able to divide tasks fairly (fairness), 4) TIL4: My leader ensures that justice in my workplace is carried out in accordance with the regulations in force in the agency/institution (fairness), and 5) TIL5: My leader has a loyal attitude in working (loyal).

A 5-point Likert scale, with 1 representing "strongly disagree" and 5 representing "strongly agree," is the scale used to measure the variables. The data analysis technique for testing the research framework (Figure 1) used the Smart PLS software version 3. Data analysis techniques to test the research framework (Figure 1) using Partial Least Square (PLS) using Smart PLS software version 3. PLS is generally used with a relatively small sample size ([Sari et al., 2023](#)); minimum 30-50 samples. To ensure that the data utilized is correct and pertinent to test the suggested hypothesis, the measurement's quality is assessed using a number of metrics, such as validity and reliability tests ([Hair et al., 2022](#)). The data quality testing criteria are listed in Table 1.

Table 1. Reliability and Validity Test Criteria

Analysis Unit	Requirements
Indicator reliability:	
Cronbach's alpha	>0.700 (Hair et al., 2022)
Consistency Reliability (CR)	>0.700 0.600-0.700 (for exploratory research is acceptable) (Hair et al., 2022)
Convergent Validity:	
Loading Factor (LF)	$0.40 \leq LF \leq 0.70$ (Hair et al., 2022)
AVE	≥ 0.500 (Hair et al., 2022 ; Muhson, 2022)
Discriminant Validity:	
FLC (Fornell-Larcker Criterion)	Latent constructions ought to have a greater AVE than other latent constructs. The threshold value is 0.90 (Henseler et al., 2015)
Cross Loading (CL)	
HTMT (Hetero-trait-Mono-trait ratio)	Threshold value 0.90 (Henseler et al., 2015)

Once the validity and reliability of the measuring tool have been confirmed, a discussion of the results of the evaluation of the research model was conducted. The following are the primary standards used to evaluate the structural model in Smart PLS: 1) evaluating the structural model for collinearity issues, 2) determining the route coefficient's importance, and 3) the level of R² value (see Table 2).

Table 2. Summary of the Inner Model Test

Analysis Unit	Requirements
CMB Testing:	
VIF Value	Threshold value <5 (Sarstedt et al., 2017)
T-statistics	>1.96 (Hair et al., 2022); > table t
P-value	0.05 (Hair et al., 2022)
R² value	R ² between 0.10 and 0.50 (or between 10 percent and 50 percent) is acceptable (Ozili, 2023)

4. RESULT AND DISCUSSION

4.1. Respondent Characteristic

This research was conducted using a questionnaire distributed in the amount of 34 (34) questionnaires, and filled in completely by the respondents, so that all of them could be used for data analysis.

Table 3. Respondent characteristics

Aspect		Frequency	Percentage
Gender	Male	22	64.7
	Female	12	35.3
Age	20-30 Years	2	5.9
	31-40 Years	2	5.9
	41-50 Years	18	52.9
	>50 Years	12	35.3
Education	High School/Vocational High School	9	26.5
	D1/D2/D3	5	14.7
	S1	17	50.0
	S2	3	8.8
Years of service	1-3 Years	0	0
	3-5 Years	3	8.8
	5-7 Years	1	2.9
	7-10 Years	0	0
	>10 Years	30	88.2

Table 3 displays the attributes of the participants: 22 (64.7 percent) were male and 12 (35.3 percent) were female. The majority of respondents were aged 40-50 years (52.9 percent), 50 percent of respondents had a bachelor's degree (S-1), and 88.2 percent respondents had a work period of more than 10 years.

4.2. Validity and reliability test

The findings of the internal consistency reliability assessment are displayed in Table 4 and include the following: 1) α of each dimension of altruistic leadership measurement and trust in leaders has a value of >0.700 , 2) CR of each item of altruistic leadership measurement and trust in leaders has a value of >0.700 , so it can be stated that each item of altruistic leadership statement and each dimension and item of trust in leaders statement meet the reliability requirements.

Table 4. Variable Instrument Validity and Reliability Test Results

Variable	Statement Item Code	Outer Loading	p-value < 0.05	α	CR	AVE	FLC
Altruistic Leadership	AL1	0.812	0.000	0.784	0.859	0.606	0.778
	AL2	0.793	0.000				
	AL3	0.764	0.000				
	AL4	0.740	0.000				
Trust in Leaders	TIL1	0.785	0.000	0.857	0.897	0.636	0.798
	TIL2	0.814	0.000				
	TIL3	0.760	0.000				
	TIL4	0.829	0.000				
	TIL5	0.798	0.000				

Notes: AL = Altruistic leadership; TIL=Trust in Leaders

The results of the convergent validity test (Table 4) for each item of the altruistic leadership statement and each dimension and item of the trust in the leader statement are as follows: 1) the measurement dimensions' outer loadings have a value greater than 0.700, and 2) All of the measuring dimensions' AVE values are more than 0.500, so that all measurement items meet convergent validity. The outer loadings and their p-values are shown in Figure 2. FLC altruistic leadership and trust in leaders (Table 4) have the highest values for each latent construct tested with other latent constructs, but did not exceed the threshold (0.900). The HTMT value which is the ratio between the correlation between the constructs (hetero-trait) and the correlation within the same construct (mono-trait) estimated from the model is $0.840 < 0.900$; therefore, the construct in this study is considered to have good convergent consistency and can be distinguished from other constructs.

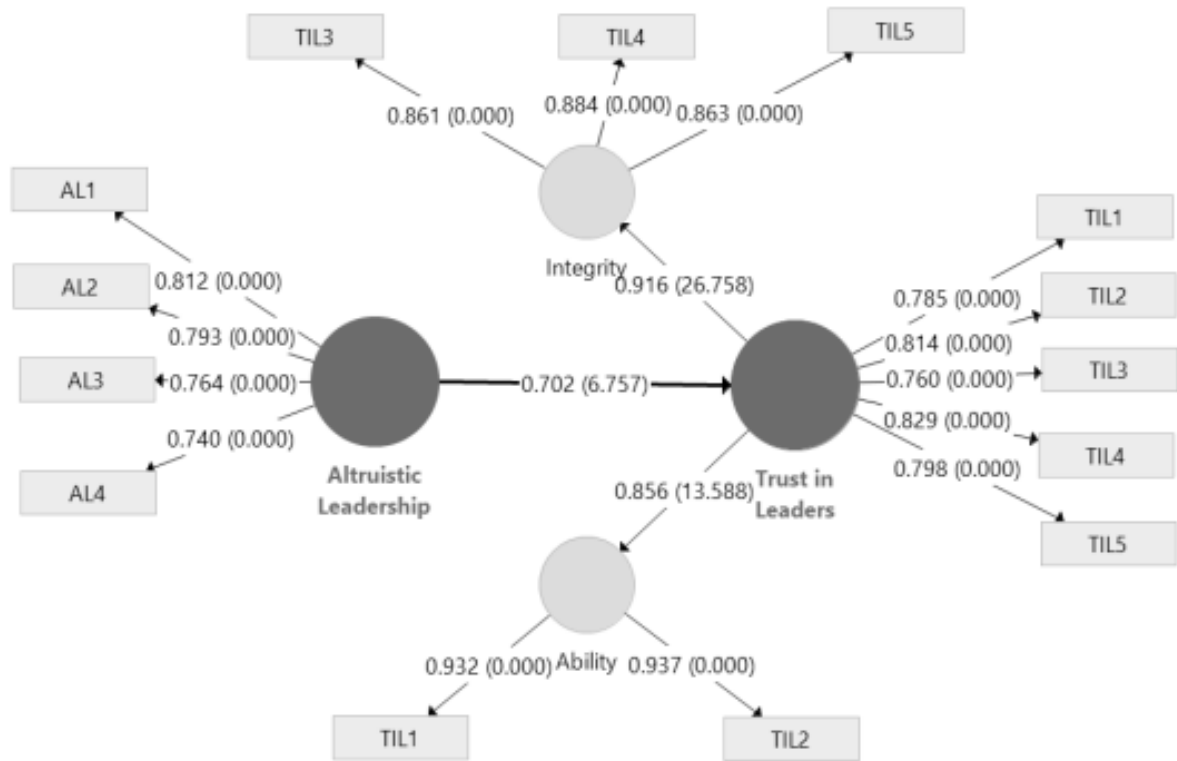


Figure 2. Outer and Inner Model Test

Table 5 shows that each measurement indicator of the variable altruistic leadership and trust in leaders has a higher cross loading value (in bold) for the measurement items of its variables compared to the cross-loadings value on the measurement items of other variables, so it is concluded that the measurement items of the two variables meet the criteria for discriminant validity.

Table 5. Cross Loadings of the Measurement Variables

Code	AltruTheoreticalhip	Trust in Leaders
AL1	0.812	0.529
AL2	0.793	0.646
AL3	0.764	0.469
AL4	0.740	0.511
TIL1	0.703	0.785
TIL2	0.507	0.814
TIL3	0.492	0.760
TIL4	0.575	0.829
TIL5	0.507	0.798

4.3. Description of Variables

Figures 3 and 4 show a description of the mean respondents' answers to each statement item used in the study.

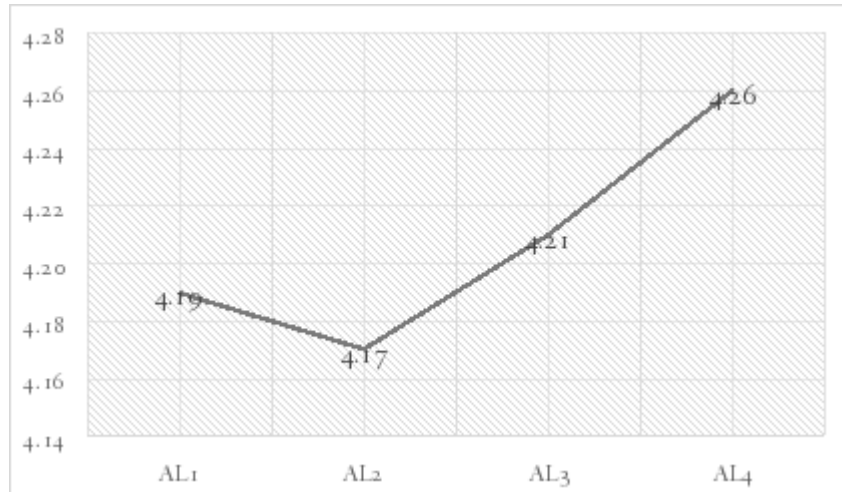


Figure 3. Description of Altruistic Leadership

Figure 3 shows the average value of the four measurement items, with the highest value (4.26) in the AL4 measurement (My immediate superior does something beyond his/her duties and responsibilities to meet my needs), and the lowest value (4.17) in the AL2 measurement (My immediate superior does everything he can to serve me).

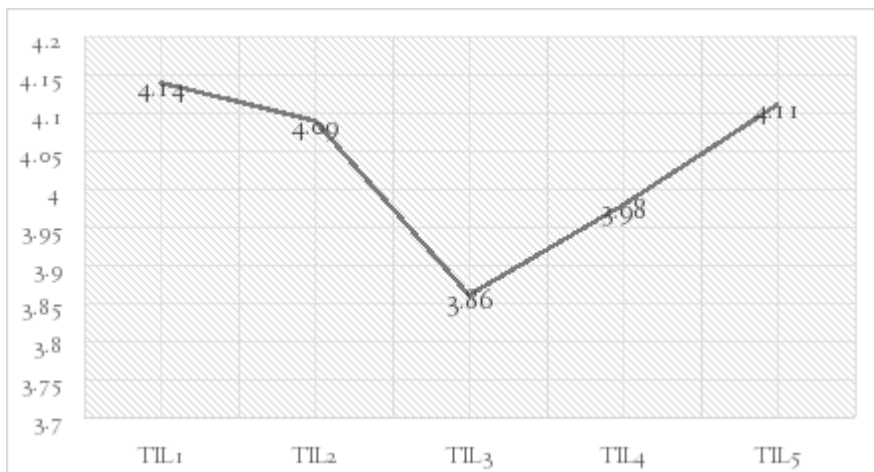


Figure 4. Description of the Trust in Leaders

Figure 4 shows that the highest average value of the item measuring subordinates' trust in their leaders (trust in leader) is TIL1 (4.14) regarding "My leader is an expert in his role as a leader", and the lowest average value is TIL3 (3.86) regarding "My leader is able to divide tasks fairly."

4.4. Multicollinearity Test

Because of the potential for common method bias due to the cross-sectional data used in this study (Podsakoff et al., 2003), it is required to apply the inner variance inflated factor (VIF) to determine whether multicollinearity exists between variables (Kock, 2015). According to Sarstedt et al. (2017), there are no symptoms of multicollinearity in the model when the VIF value is <5. The inner VIF value generated from the developed model is 1,000, while the results of the calculation of the outer VIF value presented in Table 6 show a value <5, so it is stated that there is no common method bias (CMB).

Tabel 6. Outer VIF Values

	Statement Item Code	VIF
Altruistic Leadership	AL1	1.967
	AL2	1.853
	AL3	1.904
	AL4	1.914
Trust in Leader	TIL1	2.602
	TIL1	2.254
	TIL2	2.663
	TIL2	2.254
	TIL3	2.159
	TIL3	1.958
	TIL4	2.258
	TIL4	2.077
	TIL5	2,081
	TIL5	1.894

4.5. Evaluation of the Determination Coefficient (R²)

R² measures the extent to which the external construct can account for the endogenous component. Table 8 presents the R² values of the research model.

Table 7. R² Evaluation Results

Model	R ²
TIL= α+ALβ1+ e1	0.493

Table 7 shows the R² value in the TIL= α+ALβ1+ e1 model of 0.493, which shows that 49.3 percent of the variance in trust in leaders is explained by altruistic leadership, and the remainder (50.7 percent) is explained by other factors outside the research model. Referring to Ozili (2023) the R² value of 49.3 in the model is acceptable.

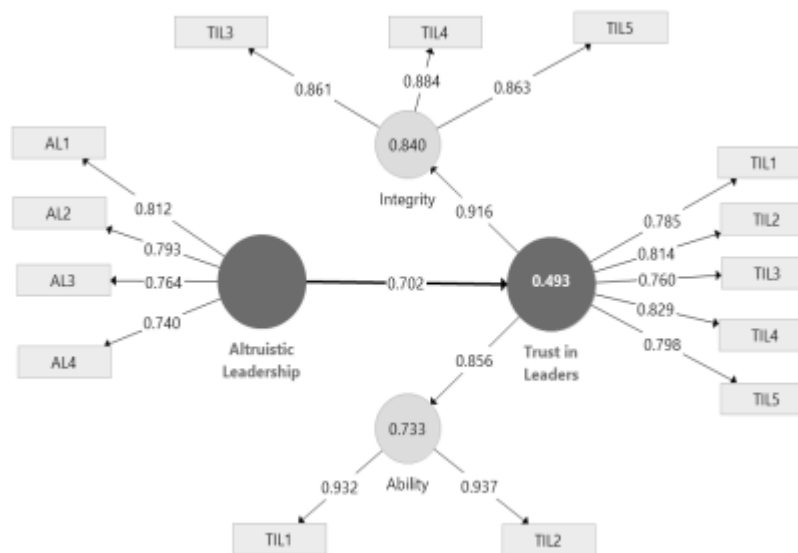


Figure 5. R² value

Table 8 summarizes the findings of the significance test for the connection between altruistic leadership and trust in leaders.

Table 8. Hypothesis Test

	β	STDEV	T Statistics	P-Values	Result
AL → TIL	0.702	0.105	6.696	0.000	Significant

The hypothesis test's findings indicate that the coefficient of influence (β) of altruistic leadership on trust in leaders is 0.702 or 70.2 percent, with a calculated t value of 6.696 > t table of 1.6939, and a p-value of 0.000 < α = 0.050. This outcome indicates that the developed hypothesis is accepted, namely that is altruistic leadership and leader trust are positively and significantly correlated. The test results are shown in Figure 3.

4.6. Discussion

Altruistic leadership and confidence in leaders are positively and significantly correlated, according to the hypothesis testing results. These results indicate that the altruistic leadership demonstrated by the leaders of the Public Housing and Settlement Service of Madiun City can foster the trust of State Civil Apparatus placed in the Service. Increasing altruistic behavior in leadership practices influences the increase in subordinates' trust in their leaders. This finding supports [Dirks and Ferrin \(2002\)](#) who stated that trust in leaders is a phenomenon in organizational settings and that leader behavior makes a significant contribution to the development of trust from subordinates. These results strengthen the premise of the social exchange theory. Social relationships are based on trust. Considering the social exchange theory, trust is important because it allows individuals to engage in social exchanges with the belief that they will not be harmed. A leadership style known as altruistic leadership prioritizes the needs of others over one's own. Altruistic leaders are willing to sacrifice their time, energy, and resources to help others achieve their goals. The findings of this investigation are consistent with those of several previous studies that reported a positive and significant relationship between altruistic leadership and trust in leaders ([Juliandi et al., 2023](#); [Romaita et al., 2022](#)). This finding indicates that the altruistic behavior of organizational leaders, namely prioritizing the interests of subordinates over their own interests, trying their best to help others, sacrificing personal interests for the interests of others, and trying to go beyond obligations to help others can foster high levels of trust from subordinates toward the service leader as seen from the aspect of the leader's ability and integrity.

The findings showing that altruistic leadership positively influences trust in leaders have profound meanings, both for the development of theory and practice in the public sector, especially government services. From a theoretical perspective, these results open up new horizons in understanding the dynamics of leadership and trust in government bureaucracy:

- 1) Strengthening the theory of service-oriented bureaucracy. Traditionally, bureaucratic theory often emphasizes aspects of hierarchy, rules, and efficiency, however, these findings underline that there is another crucial dimension, namely interpersonal concern and self-sacrifice (altruism) of a leader. This enriches bureaucratic theory by showing that the "sense of humanity" in leadership, manifested in altruism, not only facilitates the process but also builds a strong foundation of trust. This agrees with the development of more modern theories such as new public management or public value creation which highlight the importance of community value and satisfaction.
- 2) Trust mechanisms in the public context. In government services in general, trust is often influenced by public perceptions of integrity and accountability. These findings suggest that leader altruism can be a strong predictor of trust because it concretely demonstrates that the leader is not only following the rules but also acting for the common good (employees, society, or the organization). This challenges the view that trust is built only through formal compliance or technical performance and adds a moral and emotional dimension. Leader altruism may serve as a strong signal of goodwill and fairness, which are crucial in building trust in an environment of high public expectations and potential cynicism.
- 3) Relevance of ethical and servant leadership theories in the public sector. The findings of this study reaffirm the relevance of theories such as ethical leadership and servant leadership in the public domain.

Although the focus is on altruism, there is a strong common thread that altruism can be considered as the foundation of ethics and the core of the philosophy of service. Thus, these findings can encourage a deeper integration of the concept of altruism with these leadership models to create a more comprehensive framework on how public leaders can foster trust among subordinates and stakeholders.

For government agencies, these findings provide very concrete guidelines for improving performance, employee morale, and the quality of public services:

- 1) Design of leadership development programs. Government agencies should integrate aspects of altruism and empathy into their leadership training and development programs. This means not only training managerial or technical skills but also encouraging leaders to practice behaviors such as active listening, showing concern for the welfare of subordinates, being willing to sacrifice for the benefit of the team, and prioritizing public service over personal interests. Workshops or case simulations that emphasize ethical dilemmas and altruistic decision-making can be effective tools.
- 2) Leader selection and promotion criteria. In the recruitment and promotion process in government services, it is important to consider not only technical competence but also altruistic characteristics. Behavioral-based interviews, 360-degree assessments involving input from peers and subordinates about the leader's level of caring and self-sacrifice, and tracking of track records in providing selfless support can be useful selection tools. Selecting leaders with altruistic tendencies from the start can build a stronger foundation of trust.
- 3) Improving the quality of the public service. Internal trust among government employees is often reflected in the quality of the service provided to the public. When employees trust their altruistic leaders, they tend to feel more motivated, valued, and committed to their work. This can lead to innovation in service delivery, increased efficiency, and a more responsive attitude to the needs of the public. Thus, altruistic leadership indirectly contributes to increasing public value.
- 4) Mitigating the crisis of trust and corruption. In the public sector, a crisis of trust due to issues of corruption or unethical practices is often a challenge. Altruistic leaders can be crucial agents of change in rebuilding trust. By demonstrating a commitment to integrity and the common good, such leaders can inspire subordinates to also act ethically, create a more transparent and accountable work environment, and reduce the chances of abuse of authority.

4. CONCLUSIONS

Altruistic leadership and trust in leaders have a positive and significant relationship, both theoretically and practically. Understanding the relationship between the two can help organizations develop effective leaders, build solid teams, and create a positive organizational culture. Investing in altruistic leadership development is a wise step toward achieving long-term organizational success. This research was conducted by conducting a study at one of the regional government agencies in Madiun City, so that in order to increase the generalization of the results, in further research it is appropriate to conduct similar studies at other agencies in Madiun City or other agencies in different regions. Further research development can add additional variables because of altruistic leadership and trust in leaders, considering the study's limitations, such as the number of variables. For instance, lowering knowledge hiding (He & Wei, 2022; Michalová et al., 2024) increasing knowledge culture (Michalová et al., 2024) by expanding the scope of research objects to other services. Overall, these findings not only provide a strong scientific basis for understanding the importance of the moral dimension in leadership but also offer very practical strategies for government agencies to foster a more positive, productive, and trustworthy work environment for better public service.

The research findings have the following theoretical implications: 1) development of leadership models: Research on altruistic leadership can enrich the existing leadership models. For example, it can be integrated into transformational leadership or servant leadership models to provide a more comprehensive understanding of how leaders can motivate and inspire their followers, and 2) strengthen the social exchange theory and trust theory. The altruistic behavior of leaders is seen as a signal of good intentions

and can trigger positive reciprocity from subordinates, which ultimately strengthens the relationship between leaders and subordinates. The study of altruistic leadership can strengthen trust theory in the organizational context, which can help explain why trust is so important in leader-follower relationships and how altruistic behavior of leaders can build and maintain such trust, and 3) identification of psychological mechanism: additional investigation can pinpoint the psychological processes that underlie the connection between trust and altruistic leadership. Building trust, for instance, depends on whether people believe that leaders are selfless, empathetic, or have good intentions. 4) cross-context testing: theories on altruistic leadership and trust can be tested in various cultural and organizational contexts. This can help us understand whether the relationship between the two is universal or is influenced by specific contextual factors.

Referring to the findings, especially the results of respondents' assessments of measurement items whose average value is less than four (4) in the justice aspect, here are several suggestions that can be followed up by the relevant services: 1) transparency in decision-making in the preparation and socialization of clear criteria, openness of the process, meaning that if possible, leaders can explain the basis or considerations behind important decisions, 3) consistency in the application of rules and policies, meaning that leaders must ensure that rules and policies are applied consistently to all employees, regardless of position, personal relationships, or other irrelevant factors, as well as fair follow-up, namely that every violation or non-conformity must be followed up fairly and proportionally in accordance with applicable regulations, 4) employee participation and involvement by listening to aspirations, and involving employee representatives in the formulation of policies or decisions that have a broad impact can increase a sense of ownership and perception of justice.

Some practical implications of the research results are as follows: 1) the development of altruistic leadership training programs in government agencies. This training can include exercises to improve empathy, active listening skills, and self-awareness, and 2) increased trust in the team. Altruistic leaders can build trust in a team by showing concern for the needs of team members, being fair, and providing support. High trust in the team can improve collaboration, performance, and job satisfaction, 3) creation and reinforcement of a positive culture in the work environment. Altruistic leadership can contribute to the creation of a positive culture, where members feel valued, supported, and motivated to contribute and 4) improve government performance. Prior research has demonstrated that trust in leaders is positively correlated with engagement, employee performance, and organizational performance. Thus, investment in the development of altruistic leadership can improve overall organizational performance.

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Ethical approval

This study was conducted in accordance with the ethical principles outlined in the Declaration of Helsinki.

Informed consent statement

All participants were informed of the purpose of the study, and informed consent was obtained prior to data collection. Participation was voluntary, and all responses were kept confidential and used solely for academic research purposes.

Authors' contributions

Conceptualization, V.A.S, and M.N.; methodology, V.A.S, and M.N.; validation, V.A.S, and M.N.; formal analysis, V.A.S, and M.N.; resources, V.A.S, and M.N.; writing original draft preparation, V.A.S, and M.N.; writing review and editing, V.A.S.

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There were no conflicts of interest disclosed by the authors.

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