Tác động của các đặc điểm tính cách nhà lãnh đạo đến sự tin tưởng của nhân viên trong các tổ chức phi chính phủ tại Việt Nam

TÓM TẮT

Nghiên cứu này nhằm mục đích khám phá tác động của các đặc điểm tính cách của nhà lãnh đạo dựa trên mô hình năm đặc điểm tính cách đến lòng tin của nhân viên. Dữ liệu được thu thập thông qua khảo sát trực tuyến qua email với 212 mẫu hợp lệ. Những người trả lời làm việc tại các tổ chức phi chính phủ có trụ sở tại Hà Nội, Việt Nam. Nghiên cứu sử dụng các phương pháp định lượng với kỹ thuật phân tích hồi quy để kiểm định các giả thuyết. Kết quả cho thấy sự dễ chịu, tận tâm, hướng ngoại, sẵn sàng trải nghiệm có tác động tích cực đến lòng tin của nhân viên, trong đó sự tận tâm của nhà lãnh đạo có ảnh hưởng đáng kể đến lòng tin của nhân viên. Ngoài ra, tính cách bất ổn tâm lý của nhà lãnh đạo có tác động tiêu cực đến lòng tin của nhân viên. Các phát hiện không chỉ đóng góp về mặt lý thuyết mà còn cung cấp những hàm ý thực tiễn để cải thiện các đặc điểm của nhà lãnh đạo trong các tổ chức phi chính phủ và đề xuất các chính sách thúc đẩy môi trường lãnh đạo đáng tin cậy để củng cố lòng tin của nhân viên.

Từ khóa: Tính cách cá nhân, Mô hình năm đặc điểm tính cách, Sự tin tưởng

The effect of leader personality traits on employee trust in the leaders in non-governmental organizations in Vietnam

ABSTRACT

The study aims to explore the impact of the personality traits of leaders based on the Big five traits model on employee trust. Data was collected by an online survey via email with valid 212 samples. The respondents work at non-governmental organizations located at Hanoi, Vietnam. The study uses quantitative methods with regression analysis techniques to test hypotheses. The results show that agreeableness, conscientiousness, extraversion, openness to experience have a positive impact on employee trust, in which the conscientiousness has a significant influence on employee trust. In addition, the neuroticism has a negative impact on employee trust. The findings not only contribute theoretically, but also provide practical implications to improving the traits of leaders in non-governmental organizations, and recommending policies to promote a trustworthy leadership environment to strengthen employee trust.

Keywords: *Personality Traits, Big five traits model, Trust.*

1. INTRODUCTION

In the dynamic and professional context of organizations, trust plays an important role in the complex interaction between leaders and employees, helping to enhance performance, promote positive attitudes, and support teamwork.[1] Workers are more likely to show dedication, communicate honestly, and actively participate in the accomplishment of company objectives when they have faith in their leaders.[2] On the other hand, a lack of trust can result in mistrust, a defensive mindset, and a hesitancy to share resources and information, which can lower operational performance and even cause an organization to fail. Scholars actively work to unravel the complex webs of trust in organizational dynamics, with the goal of understanding how to foster trust in leadership. Understanding the complex aspects of this crucial relationship and determining the elements that promote trust in leaders are of common interest to them.[3] Barrick and Mount discovered the role of individual leader personality traits in shaping employee trust, and believed that understanding this interaction mechanism is essential to developing strategies to promote trust in organizations.[4] In addition, Sicora's study also explored the complexity of personality traits and leadership styles, thereby examining how the leader-employee relationship contributes to the trust that forms between them.[5] In Vietnam, the study of personality traits has received attention from researchers in recent years. Studies mainly focus on exploiting the relationship between personality traits and employee creativity,[6] personal financial investment intentions,[7] employee commitment to the organization,[8] and social entrepreneurship intentions.[9] All of these studies were conducted at businesses or organizations operating in Ho Chi Minh city. However, studies on the relationship between personality traits and trust in the relationship between leaders and employees have not received much attention in Vietnam.

The main purpose of this study is to analyze the impact of personality traits of leaders on employee trust in non-governmental organizations (NGOs) in Vietnam. Non-governmental organizations play a key role in addressing social challenges such as poverty, environmental issues and health care in Vietnam. Trust is an essential foundation in organizations, not only in external relations with donors or partners, but also within the organization. Trust

encourages and promotes cooperation and teamwork between employees and leaders. However, there is still a lack of significant empirical data studying the impact of personal personality traits of leaders on employee trust in Vietnam, especially in non-governmental organizations. Therefore, this study was conducted to address the existing research gaps by examining and understanding the correlation between leader personality traits based on McCrae and John's five-character model and employee trust in leadership.[10] Based on the theoretical foundation of social exchange and leader-member relationships, the findings of the study will provide valuable insights into theory and practical applications through proposing some policy implications to improve leadership effectiveness in NGOs operating in Hanoi, Vietnam.

The structure of the article includes four parts: theoretical background and hypothesis development; methodology referring to scale development, questionnaire construction, data collection and analysis; presentation of research results; theoretical and practical contributions; conclusions, limitations and future research directions.

2. THEORETICAL BACKGROUND AND HYPOTHESIS DEVELOPMENT

2.1 Theoretical background

2.1.1 Social exchange theory

Social exchange theory is one of commonly-used theoretical bases for individuals who control their social interactions by weighing the advantages and disadvantages of doing so from a self-interested perspective.[11] When transferring resources with others, people aim to reduce costs and increase advantages.[12] Since people may interact with the expectation of reciprocity, these advantages do not necessarily have to be tangible.[13] In these kinds of interactions, people provide a hand to others with the general expectation of receiving something in return, such obtaining resources through social reciprocity. Konovsky and Pugh indicated that trust is rooted in the individual's social exchange process, accompanied by employees' belief in the manager's commitment to fulfilling long-term

obligations.[14] Organ notes that employee trust in a leader will motivate increased mutual respect, while also encouraging other behaviors beyond work requirements, such as organizational citizenship behavior.[15]

2.1.2 Leader-member exchange theory

Since its inception by Dansereau et al.,[16] leader-member exchange (LMX) theory has evolved from a focus on mutually dependent relationships and the interdependent functioning of dyadic relations inside an organization. The fundamental tenet of LMX theory is that a dyadic relationship between a supervisor and a subordinate will unavoidably develop, and that this relationship will manifest as a leader-member exchange relationship of either high or low quality. The LMX theory emphasizes trust as a motivator that contributes to motivating employees to invest more effort by demonstrating innovation and willingness to take on more responsibility. Shapiro asserts that trust facilitates good coordination and control in the work process to achieve organizational goals,[17] similar to the conclusions of Granovetter and Ferris et al.[18-19] In addition, Dirks and Ferrin also demonstrated that in an environment that promotes trust, employees will work cooperatively with a positive attitude, thereby improving performance and quality of work.[20,2] Beehr et al. acknowledged that the best communication, trust, and responsibility are always present.[21] They also discovered that when supervisors and their subordinates have a high-quality leader-member exchange, the supervisors are effective and highly satisfied with their work routine and job, which leads to productive behavior and, eventually, organizational success. This theory helps explain the impact of leader personalities on promoting or inhibiting employee trust.

2.1.3 Personality traits

Personality is the biological and cultural ontology of a person, a unique combination of heredity and environment. In terms of evolution, personality is a unique combination of biology, psychology, and sociology through natural and social selection to form the individual world.[22] Barrick and Mount further highlight the critical role of personal personality assessments in the workplace, emphasizing the strong link between

an employee's personality traits and their behavior within the organization.[4] This connection underlines the necessity of recognizing and valuing individual differences, as these are instrumental in crafting a diverse organizational culture. One of the most popular personality trait models, recognized and used by many studies in sociological research, is the Big five-personality model including: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism.[10]

The first is neuroticism, often equated with emotional instability, is a trait marked by a tendency to experience negative emotions like tension, worry, and anxiety.[10] The second, extraversion is characterized by sociability, assertiveness, and enthusiasm. As outlined by Barrick and Mount, extraverts are talkative, optimistic, and energetic, often actively engaging in social interactions and displaying dynamism.[4] McCrae and John defined agreeableness is a personality dimension that encompasses traits like kindness, compassion, and altruism.[10] Conscientiousness, the fourth component, encompasses traits like adaptability, impulsivity, and organization as well as duty.[4] The last personality, openness to experience, as defined by Goldberg, encompasses curiosity, open-mindedness, emotional awareness, and intellect, orienting individuals towards new experiences and ideas.[23]

2.1.4 Trust

In academic study, the term "trust" has been defined in a variety of ways and is frequently interpreted in terms of vulnerability and risk. There are substantial stakes in every trusting connection, and it is important to acknowledge and accept the dangers involved.[24] A trait shared by all trust situations is a readiness to take risks.[25] The concept of trust used in this study is consistent with that proposed by Mayer et al.[26] Trust is a willingness to be vulnerable, which is a notion that fits in well with the investigation of how a leader's personality trait affects an employee trust. The use of this concept emphasizes how crucial vulnerability is to the dynamics of trust in a leadership context. Leaders, through their personality traits, significantly shape the level of vulnerability

employees are willing to accept and feel comfortable embracing, thereby molding the trust they place in their leaders.

2.2 Hypotheses development and proposed research framework

2.2.1 Leader openness to experience and employee trust in leader

Openness to experience is a personality trait characterized by curiosity, openness, emotional awareness, and a desire to learn, which orients individuals toward new experiences and ideas.[23] This personal trait is essential for leaders to overcome challenges, foster innovation, and adapt to changes in a dynamic environment. Previous research has shown that leaders with this personality trait tend to embrace new ideas and demonstrate flexible decision-making.[27] These qualities promote an organizational culture that values transparency, encourages dialogue, creativity, and embraces change, which in turn fosters employee trust. Sicora emphasized that leaders with high openness to experience are often perceived as more trustworthy because they manage complex situations effectively with creative solutions.[5]

H1: Leader's openness to experience positively influences employee trust towards leader

2.2.2 Leader conscientiousness and employee trust in leader

Conscientiousness includes personality traits such as diligence, accuracy, and a strong sense of duty.[4] Leaders who exhibit high levels of conscientiousness are often perceived as well-organized, trustworthy, and morally committed.[28] These traits are necessary to build trust based on Mayer et al.'s organizational trust theory.[26] Several recent studies support the strong link between conscientiousness and a leader's ability to be trusted, while other studies confirm its role in forming trust in organizations.[29,5] Thus, the hypothesis 2 for this research is:

H2: Leader's conscientiousness positively influences employee trust in leader

2.2.3 Leader extraversion and employee trust in leader

Extraversion is a personality trait characterized

by sociability, assertiveness, and enthusiasm.[4] This trait aids leaders in effective communication and relationship building – two key components of trust. Bono and Judge concluded in their previous research that extraverted leaders are particularly good at creating a team environment that fosters and nurtures positive relationships.[27] Shahzad et al. also successfully demonstrated a positive correlation between extraversion and a leader's ability to gain trust.[29] Additionally, employees tend to perceive extraverted leaders as more approachable and open, which can promote increased employee confidence in the leader's abilities and goals. Considering these reasons, the following hypothesis is proposed:

H3: Leader extraversion positively influences employee trust in leader

2.2.4 Leader agreeableness and employee trust in leader

Agreeableness is closely linked to kindness, compassion, and altruism.[10] Sicora has shown a strong relationship between likeability and perceptions of trustworthiness in leaders.[5] Personal qualities related to likeability, such as fairness, honesty, and concern for others, are consistent with the principles of authentic leadership.[28] A leader's likeability toward employees will promote a supportive work environment, thereby easily gaining trust from employees. In addition, research by Mooradia et al. also confirmed that individuals with an approachable personality tend to view the behavior of others more positively.[30] In addition, likeability also helps directly shape the behavior of managers, affecting trust in the organization. The following hypothesis is proposed:

H4: Leader agreeableness positively influences employee trust in leader

*2.2.5 Leader neuroticism and employee trust in leader*

Neuroticism is a personality trait characterized by frequent negative emotions such as stress, anxiety, and restlessness.[10] Leaders with high levels of neuroticism often have difficulty making decisions consistently and maintaining a stable, confident demeanor—qualities that are important for developing trust in employees.[31]

The tendency to react emotionally when stressed may pose a risk of undermining their leadership abilities in critical situations, which in turn negatively impacts team motivation.[29] Such traits can erode trust, as employees may perceive these leaders as incompetent, unreliable, and unpredictable. Therefore, the study proposes the following hypothesis:

H5: Leader neuroticism negatively influences employee trust in leader

2.2.6 Proposed research model

The proposed research model includes five independent variables representing the personality traits of the leader, including: Openness to experience (O), conscientiousness (C), extraversion (E), agreeableness (A) and neuroticism (N). In addition, employee trust in the leader (T) plays the role of the dependent variable in this model (see in Figure 1).
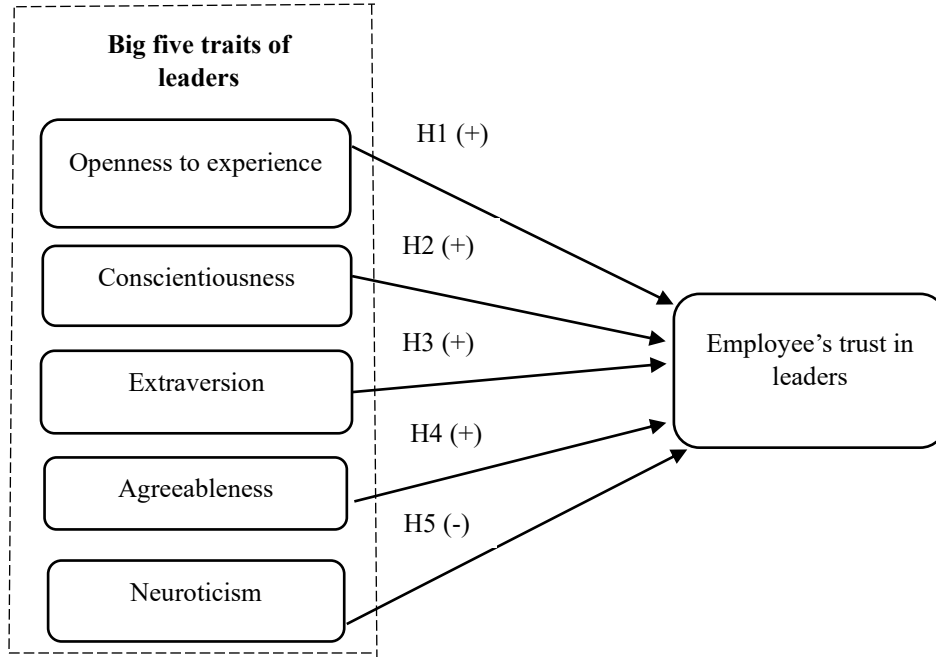
Figure 1: Proposed research framework

3. METHODOLOGY

3.1 Scales and survey questionnaires

3.1.1 Scales

Personality traits of leaders are measured based on the Mini-International Personality Item Pool (Mini-IPIP) which effectively assesses 5 personal personality factors including agreeableness (4 items), conscientiousness (4 items), extraversion (4 items), neuroticism (4 items) and openness to experience (4 items).[32] *Employee trust in leaders* is measured by a 10-item behavioral trust inventory (BTI).[3] The scale of employee trust in leaders focuses on professional and personal trust.

3.1.2 Survey questionnaire design

The survey questionnaire was built with three parts including (i) an overview of the purpose of the survey and a commitment to ensure confidentiality regarding the personal information of respondents; (ii) demographic information including screening questions about whether the target audience is currently working for a non-governmental organization in Vietnam or not and personal information about age, gender, education level, job position and years of experience; (iii) a questionnaire about variables

in the study, the answers will be evaluated using a 5-level Likert scale with the answers: 1- "Strongly disagree", 5- "Strongly agree".

3.2 Data collection and analysis

3.2.1 Sampling

The sample was able to meet the data gathering standards and was recognized as representative. As a result, the number of employees in the NGOs was used to determine the sample of respondents. Data was gathered voluntarily and in compliance with formal approval and ethical norms. Particularly, the study focuses on people with a variety of educational backgrounds, professional experiences, and positions within their organizations. They are employed in the NGOs and range in age from 20 to over 45. These workers operate under the direction of a designated leader. This study's analyses focused on employee perception of leader personality and their trust in the leader.

The minimum sample size is calculated as $N = 5 * P$ (where N represents the number of samples to be surveyed, and P represents the number of observed variables).[33] Considering this study includes 30 variables, the minimum sample size required is $5 * 30 = 150$, equating to 150 samples. Finally, to ensure generalizability and

compensate for any incomplete or unsuitable survey samples, the sample size was set at 220 samplings (N=220), surpassing the minimum requirements. This decision was influenced by the availability of participants within the author's network across various NGOs, adhering to the principle that larger samples enhance the accuracy of the results.

3.2.2 Data collection

Organizations were selected to participate in the study through a snowball sampling method. Snowball sampling was used to find organizations within the researchers' network. Organizations could only participate in the study once. Therefore, before approaching an organization, the research team had to verify whether the organization had already participated. Our research team contact human resource departments from NGOs located at Hanoi, Vietnam to provide information of targeted employees. The study used a purposive sampling method through a survey questionnaire with an online survey form via email with confidentiality of personal information. The survey reached 220 employees working at NGOs,

in Vietnam, headquartered in Hanoi. The number of valid ballots collected was 212.

3.2.3 Data analysis

The study uses descriptive statistics to analyze the characteristics of the research sample, quantitative research with techniques of scale reliability analysis (Cronbach Alpha), exploratory factor analysis (EFA), Pearson correlation analysis, and regression analysis to test the research hypotheses. The analysis techniques in the study are performed on SPSS software.

4 EMPIRICAL FINDINGS
4.1 Demographics of the sample

The study reached 220 participants from 11 NGOs through a personal email survey, of which 216 responses were received. After careful screening of collected data, there are valid 212 responses. This represents a substantial response rate of 96.36% (n = 212) for the study. Following table is the demographics of personal details of the respondents. Table 1 below shows the demographic characteristics of the survey participants.

Table 1. Demographics of the Sample

Demographics of Sample		Frequency	Valid Percent	Cumulative Percent
Gender	Male	86	40.6	40.6
	Female	126	59.4	100.0
Age	Under 30	42	19.8	19.8
	From 30 - 45	138	65.1	84.9
	Over 45	32	15.1	100.0
Educational background	College/University	148	69.8	69.8
	Post-graduate	64	30.2	100.0
Job title	Intern	11	5.2	5.2
	Staff	159	75.0	80.2
	Manager	42	19.8	100.0
Working	Under 1 year	32	15.1	15.1

experience	1 - 3 years	85	40.1	55.2
	Over 3 years	95	44.8	100.0

Gender: there were more female respondents (59.4%) than male respondents (40.6%), indicating that women make up the majority of the workforce in Vietnamese NGOs.

Age profile: The majority of respondents (65.1%) are between the ages of 30 and 45, suggesting that the workforce is largely made up of professionals in the middle of their careers, with a notable proportion of workers under 30 (19.8%).

Educational background: The workforce in the NGOs is highly educated, with a considerable majority (69.8%) holding at least a college or university degree and 30.2% having a postgraduate degree.

Job titles: The majority of responders (75.0%) are employees, followed by managers (19.8%) and interns (5.2%). It implies that a wide range of viewpoints, from those in lower-level positions to those in positions of decision-making, are included in the study.

Work experience: Nearly half, 44.8%, have more than three years of experience, while a sizable percentage, 40.1%, have worked for one to three years. This range provides insights on how employee tenure affects trust in leadership by showcasing a mix of more seasoned workers and relatively recent hires.

4.2 Reliability and validity analysis

4.2.1 Reliability analysis

Table 2 provides data on the reliability and convergent validity of scales including leader personality traits and employee trust in the leader. The reliability of the scale is measured by the Cronbach's Alpha value of the 5 personality traits, with values ranging from 0.785 to 0.823 (see Table 2). Based on the standard thresholds, these values range from acceptable (0.7 to below 0.8) to good (0.8 to 1), ensuring a high level of consistency and reliability for the data collected from the scales. The item-total correlation values of the independent observed variables are all greater than 0.3; reflecting a strong correlation between that observed variable and all the remaining observed variables in the same scale. However, the item-total correlation value of the dependent variable employee trust in leader with the observed variables T7 (*I confide in my leader about personal problems that affect my work*), T9 (*I share my personal feelings with my leade*r) and T10 (*I share my personal trust with my leader*) was below the required threshold of 0.3, so it was removed from the scale of the variable. To explain the removal of these observed variables, the research team interviewed experts and employees participating in the survey, and it was suggested that these questions focused more on personal connections than professional trust, and may not have been appropriate for the organizational context of this study and were therefore removed from the scale. The reliability value of the employee trust in leader scale with the remaining 7 scales was 0.839 (see in Table 2).

Table 2: Results of reliability and validity analysis

	Components					Cronbach Alpha
	Extraversion (E)	Openness to experience (O)	Neuroticism (N)	Agreeableness (A)	Conscientious (C)	
E4	0.783					0.791
E1	0.755					
E2	0.737					

	1	2	3	4	5	6
E3	0.736					
O3		0.778				0.800
O1		0.760				
O2		0.757				
O4		0.750				
N4			0.782			0.788
N3			0.758			
N2			0.744			
N1			0.731			
A1				0.798		0.784
A2				0.760		
A3				0.739		
A4				0.727		
C3					0.777	0.785
C4					0.754	
C2					0.722	
C1					0.716	
Employee trust in leader (T)						0.839

KMO	0.821	Bartlett's Test of Sphericity	Approx. Chi-Square	1428.730
Cumulative percentage	62.247%		Df	190
			Sig.	0.000

4.2.2 Exploratory Factor Analysis (EFA)

KMO coefficient and Bartlett test: KMO value is very good (KMO = 0.821 > 0.5); Bartlett test results are statistically significant with Chi-square value of approximately 1428.730 and Sig. value of 0.000 (less than 0.05). From there, it can be affirmed that the variables are correlated in the data set, and the EFA analysis is appropriate and effective (see Table 2). The rotated component matrix below shows the loadings of each variable on the extracted factors after rotation. The factor loadings off all items are above 0.5, it shows a strong relationship and association of variables with a factor.

The total variance extracted reflects the cumulative percentage of explained variance

increasing with each factor, reaching over 50% with 5 factors, each group representing an individual personality trait. Specifically, these five extracted factors are capable of explaining 62.247% of the total variance (see in Table 2).

4.3 Pearson Correlation Analysis

Pearson correlation analysis was used to explore the mechanism of influence of the five leader personality traits on employee trust. All individual personality traits had Sig. values very small at 0.0001 (see Table 3). This confirms that the relationships found between leader personality traits and employee trust are not purely random; they are statistically significant and ensure reliability.

Table 3. Correlations Analysis

Pearson correlation	Trust in leader (T)
Extraversion (E)	0.540**
Openness to experience (O)	0.562**
Agreeableness (A)	0.479**
Conscientiousness (C)	0.587**
Neuroticism (N)	-0.477**

**. Correlation is significant at the 0.01 level (2-tailed).

4.4 Multivariate regression analysis and discussion

4.4.1 Multivariate regression analysis

The regression analysis of the relationship between 5 personal personality traits and employees trust in their leaders in NGOs in Vietnam has the following results. The model has R-squared and adjusted R-squared values of 0.649 and 0.641, respectively (see Table 4). This confirms that the personal personality traits of leaders in the research model can explain about 64.9% of the variation in the employee trust factor (greater than 50%). The Sig. values of the 5 independent variables all reach 0.000; lower than the required threshold of 0.05 (see Table 4). Thus, all of the above personal personality traits are considered reliable predictors of employee trust. The VIF values of the independent variables range from 1.182 to 1.311 (below 10), indicating that multicollinearity does not occur in the research model (see Table 4).

Table 4: Regression analysis results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	0.774	0.287		2.692	0.008		
Openness to experience	0.248	0.040	0.282	6.146	0.000	0.810	1.235
Conscientiousness	0.267	0.043	0.291	6.154	0.000	0.763	1.311
Extraversion	0.232	0.041	0.256	5.595	0.000	0.813	1.230

Agreeableness	0.188	0.041	0.205	4.563	0.000	0.846	1.182
Neuroticism	-0.152	0.040	-0.175	-3.829	0.000	0.812	1.231
R-Squared value	0.649						
Adjusted R-Squared	0.641						

a. Dependent Variable: T=Trust

The regression equation with standardized coefficients is presented as follows:

$$T = 0.282*I + 0.291*C + 0.256*E + 0.205*A - 0.175*N + \varepsilon$$

Table 5. Hypothesis final testing results

From the data analyze above for all hypotheses in this study, the testing results was finalized the proposed hypotheses (H1, H2, H3, H4 and H5) that emerged from the literature review are supported (see in Table 5).

Hypothesis	Results
H1: Leader openness to experience positively influences employee trust in leader	Accepted
H2: Leader conscientious positively influences employee trust in leader	Accepted
H3: Leader extraversion positively influences employee trust in leader	Accepted
H4: Leader agreeableness positively influences employee trust in leader	Accepted
H5: Leader neuroticism negatively influences employee trust in leader	Accepted

4.4.2 Discussion of findings

Conscientiousness (C) with a beta coefficient of 0.291; this trait holds the highest regression coefficient and has the most significant influence on employee trust. This confirms that leaders who exhibit more conscientiousness tend to receive greater trust. Because in the leadership role, conscientiousness is associated with ethical, organized, and ambitious behaviors – the necessary factors that make up authentic leadership.[28] Openness to experience (O) with a beta coefficient of 0.282 shows that this is the trait that has the second largest influence on employee trust. Employees tend to place more trust in leaders who have a personality that is inclined towards openness to experience. Because leaders with openness to experience are considered to be adaptable, self-reliant, and thoughtful, making them suitable for dynamic work environments.[27] Extraversion (E) is the third most influential trait on employee trust with a beta coefficient of 0.256. Extraverted leaders are observed to be more effective in leadership due to their ability to convey confidence to employees through their positive and ambitious nature.[27] Agreeableness (A) has a beta coefficient of 0.205. Although this trait has a lower influence than the above personality traits, it still shows a positive relationship with employee trust. In the context of leadership, leaders who demonstrate an approachable nature are perceived as trustworthy and caring role models, which positively contributes to employees' perceptions of their leadership abilities.[29] In contrast to other personality traits, neuroticism (N) has a negative beta coefficient (-0.175), indicating that this trait has a negative impact on employee trust. This highlights that the higher the leader's emotional instability, the lower the employee's trust in

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them. In the context of organizational leadership, neuroticism creates challenges for leaders in making decisions under stress, which in turn negatively impacts employees' perceptions of their trustworthiness and leadership quality.[29]

The results demonstrate how important a role leaders' personalities play in influencing staff trust in NGOs. Regression studies offer a thorough grasp of the distinct ways in which various attributes influence employee trust in leadership. The importance of these qualities in a leadership setting is shown by the favorable connections found between employee trust and traits including conscientiousness, agreeableness, extraversion, and openness to experiences. Conscientiousness in particular stands out as the most significant effect of employee trust, highlighting the significance of moral principles and dependability in leadership for building trust. However, the detrimental effect that neuroticism has on trust emphasizes how important it is for leaders to be emotionally stable.

5. THEORETICAL CONTRIBUTIONS AND PRACTICAL IMPICATION

5.1 Theoretical contribution

This study enriches the theoretical landscape regarding leadership and organizational trust, particularly within NGOs in Vietnam. It underscores the significant influence that specific leader personality traits have on employee trust. The research identifies conscientiousness—defined by organization, dependability, and ethical conduct—as a key trait that fosters trust among employees. It also reveals that traits such as openness to experience and agreeableness contribute to a more inclusive and trusting environment, which is vital in dynamic NGOs settings. Moreover, the study delves into the positive effects of extraversion and emotional stability in leadership. It points out that while extraversion is typically seen as beneficial, particularly in terms of communication, in the Vietnamese context. This shows that expressions of extraversion such as sociability, optimism and energy help leaders convey messages and create trust for employees in the organization. On the other hand, leaders who exhibit high levels of emotional stability are shown to instill greater trust, aligning with findings from previous research but extending them specifically to the NGOs in Vietnam.

The results of the study extend the understanding of the relationship between leaders and followers from the perspective of social exchange theory. Under the lens of the social exchange perspective, employee trust is enhanced when leaders behave conscientiously at workplace with ethical conducts, because these traits bring positive values to the work and build mutually beneficial relationships with followers, thereby increasing employee trust in the leader. Additionally, extraversion, agreeableness, and openness to experiences are traits of leaders that foster employee trust, which is defined as the belief that an exchange partner would act in a non-exploitative manner based on assumptions about the partner's character and intentions.

5.2 Practical Implication

The practical implications of this study are for leaders and human resource managers in non-governmental organizations in Vietnam. The recommendations are aimed at improving leadership effectiveness and building stronger trust among employees, thereby contributing to improving organizational performance.

Leadership training programs: Design and implement training programs that help develop personal characteristics of leaders. These programs should focus on developing emotional intelligence, ethical leadership, and comprehensive decision-making ability.

Recruitment and selection of candidates: Apply personality assessment to the recruitment and selection process for leadership positions. This can help identify candidates with the right balance of personal characteristics.

Self-awareness and personal development: Those in leadership/management/supervisory positions should regularly engage in self-assessment to gain a better understanding of their own personality traits and understand which aspects of their personality are at risk of hindering trust from others. Leaders should proactively seek out personal development opportunities, such as training or coaching events, that can help to enhance beneficial personality traits and improve those that are detrimental to building

trust in employees.

Behave ethically and demonstrate trustworthiness: Leaders should always prioritize commitment. Ethical and trustworthy decisions and behaviors of leaders are key, directly affecting employee trust.

By incorporating the above solutions in an effective and systematic way, NGOs and leaders can promote trust from their employees. At the same time, the working environment will also be improved, leading to increased employee satisfaction and improved overall organizational performance.

6. CONCLUSION, LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

6.1 Conclusion

This study has successfully explored the impact of leader personality traits (including extraversion, openness to experience, agreeableness, conscientiousness, and neuroticism) on employee trust in the leader. In which leader's conscientiousness has the most significant and positive impact on employee trust. From a practical perspective, the practical contributions made from this study have great significance for those in leadership positions and responsible for human resource management in non-governmental organizations. Empirical research evidence shows that leaders can foster a more trusting and positive organizational climate through focusing on and nurturing individual personality traits. By understanding the mechanisms for developing these traits properly, organizations and individuals will be able to create a more positive and effective working environment.

6.2 Limitations and future research directions

Although the study has solved the proposed objectives, there are still the following limitations:

First, the study conducted cross-sectional method that means the study carried out at a certain point in time, so the respondents' opinions reflect the opinions at the time of implementation, so future research can consider observing variables over a long period of time to further validate the results of the study with longitudinal method. *Second*, the study has not considered analyzing the influence of demographic factors (gender, age, experience), organizational environmental factors, or organizational culture on the variables in the model to explore more interesting results.

Given the findings and acknowledging the limitations of this study, we suggest that future research could expand our understanding of leader personality traits and employee trust, such as comparing these findings across different cultural and organizational contexts to understand the specificity of the observed relationships; considering control variables in the model to provide deeper understanding between leader personality traits and employee trust; or examining the effectiveness of leadership training programs in developing desirable personality traits and their subsequent impact on employee trust that could provide practical insight for organizational development.

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