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Organizational Strategies and Work Engagement: Considering the Role of Feeling Trusted by Superior

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Abstract

This study investigates the role of feeling trusted by a supervisor in the relationship between high-performance work systems (HPWS) and knowledge-sharing behavior (KSB) on work engagement. Data from 278 financial services employees in Jakarta, Indonesia, were analyzed using structural equation modeling (SEM) to examine associations between HPWS, KSB, and work engagement, while the Hayes PROCESS Macro tested the moderating effect of feeling trusted by a supervisor. The results indicate that HPWS significantly and positively influences work engagement, whereas KSB has a negative but non-significant effect on work engagement. Feeling trusted by a supervisor did not moderate the relationship between HPWS and KSB with work engagement. Limitations include potential common method bias, managerial bias, the lack of managerial stratification, and a relatively small sample size, suggesting the need for future research to address these gaps. Practical implications emphasize the importance of HPWS in promoting employee engagement and satisfaction, recommending that organizations adopt structured frameworks to support positive employee attitudes and behaviors. This study offers novel insights into how feeling trusted, HPWS, and KSB shape work engagement, providing a foundation for enhancing employee engagement through strategic HPWS implementation and fostering a trusting organizational environment.

Keywords high-performance work systems; knowledge-sharing behavior; feeling trusted by supervisor; work engagement.

1. Introduction

Currently, the dynamic business environment drives organizations to focus on competitive advantage and organizational goals. Work engagement (WE) can be an organizational tool to achieve these goals because it has positive consequences for employee discretionary effort (Bailey et al., 2017). This is because WE can motivate employees to have a sense of organizational service, higher integrity, enthusiasm, and work commitment (Huang et al., 2018; Karatepe et al., 2020). According to Gallup (2017), only 15% of workers in Indonesia feel engaged, while the rest are not engaged (76%) or actively disengaged (10%). These findings suggest that WE is still an important topic in organizational studies (Juan et al., 2018), especially in Indonesia.

High-performance work systems (HPWS) can promote WE enhancement when they are designed with employees in mind (Huang et al., 2018). This includes comprehensive human resource development (HRD) procedures, such as selection and recruitment, performance management and compensation systems, and employee development through education and

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training programs (Huselid, 1995). HRD procedures aim to create a comfortable and productive work environment for employees (Oliveira & Silva, 2015). From the job demand-resource (JD-R) perspective, HPWS can be a significant resource for organizations to improve employee resilience, which in turn positively impacts WE (Cooke et al., 2016).

Knowledge and engagement are two entities that cannot be separated. Knowledge and information availability are necessary for employees to be more involved in their work (Deci & Ryan, 1987). According to Grant (1991), knowledge can become an organizational capability catalyst when it is integrated dynamically with the knowledge input and output between organizations and employees. Razak et al. (2016) argued that knowledge integration or knowledge sharing is a human resource strategy. Grant (1996) also argued that knowledge integration is a strategically important resource for organizations. However, knowledge is not just a noun; it is also an entity that is involved in the dynamic creation process of transforming tacit knowledge into explicit knowledge or vice versa (Imai et al., 1984).

From the interpersonal point of view, feeling trusted by a supervisor (FT) can have implications for work performance or organizational commitment (Lau et al., 2014). Previous researchers have found that trust is a signal that employees are valuable assets to organizations (Kahn, 1990; Pfeffer, 1998). The occurrence of trust from a supervisor is usually triggered by differences in capability and power structure between managers and subordinates (Lau et al., 2014). Feeling trusted by a supervisor is the subordinate's perception that the supervisor, as a trustee, voluntarily has the willingness to bear risks that may arise from work consequences with the trustor (Lau et al., 2014). The supervisor has an important role in helping subordinates to obtain organizational positive behavior (Perdhana et al., 2022). Research on the topic of FT has become quite urgent, as Baer et al. (2015) argued that there is no consensus on the consequences of FT, especially its negative or positive impacts.

2. Literature Review

Social exchange theory (SET) was adopted to develop the theoretical foundation for this study. SET explains that when one party gives a benefit to the other party, the other party feels obliged to reciprocate in kind, as a consequence of accepting the valuable investment (Blau, 1964). High-performance work systems (HPWS) are one form of investment that organizations make in their employees through skill, knowledge, and abilities development programs. These programs help employees to perform at their best by improving their individual capabilities, their ability to cope with stress, and their social exchange perspectives (Zhang et al., 2018). SET can also explain the extra role that employees take on for their organizations as a consequence of high levels of work engagement (Handayani et al., 2017).

On the other hand, knowledge sharing is a form of exchange behavior (Brock et al., 2005). Individuals engage in knowledge sharing activities because they believe they will receive intrinsic and extrinsic benefits in return. Intrinsic benefits include a sense of satisfaction, while extrinsic benefits include economic rewards, reciprocal benefits, and reputational feedback (Kankanhalli et al., 2005). In general, social exchange can be understood as a set of dynamic mechanisms that lead to the development of high-quality relationships characterized by social

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support and trust (Dutton & Heaphy, 2003). Feeling trusted by their supervisor motivates employees to be involved in order to ensure fair treatment from their manager. From the perspective of SET, employees feel obligated to reciprocate their supervisor's trust by engaging in their work (Basit, 2017).

High-performance work systems and work engagement. According to Aybas and Acar (2017), work engagement (WE) can be potentially improved through human resource management (HRM) practices, which can ultimately lead to better organizational performance. High-performance work systems (HPWS) are designed to create a comfortable and competitive environment through the development of effective training programs (Oliveira & Silva, 2015). When HPWS practices are appropriately applied, the employee climate becomes more positive, which directly impacts WE (Huang et al., 2018). HPWS designs also allow employees to have individual flexibility, so they can dynamically respond to changes in organizational strategies or business environments (Mihail et al., 2013). Employee performance will continue to improve through work engagement, even in uncertain environments (Cooke et al., 2016). Therefore, this paper proposes the following hypothesis:

H1: High-performance work systems positively related to work engagement

Knowledge-sharing behavior and work engagement. Knowledge is one of the elements that organizations have in terms of organizational competitive advantage (Pudjiarti & Suharnomo, 2018; Sonnentag, 2011). Moreover, Juan et al. (2018) found that interaction opportunities and intensive communication in conveying individual ideas within organizations will advance individual work engagement (WE) levels through three dimensions of knowledge sharing behavior (KSB): structural, relational, and cognitive. KSB is described as knowledge management activities, which become the most important organizational resources (Agarwal & Marouf, 2017). It facilitates individuals to access information in order to obtain solutions to their work problems. This fulfills individual needs, so when they are met, individuals will perform their work more optimally (Deci & Ryan, 1987). Therefore, this paper proposes the following hypothesis:

H2: Knowledge-sharing behavior positively related to work engagement

Feeling trusted by supervisor as moderator. Trust is defined as a positive relational exchange between individuals. It is a psychological state in which each entity is willing to accept risks in the exchange (Dirks & Ferrin, 2002). Trust can grow through relational factors (e.g., reciprocation, interaction, perceived common values) and non-relational factors (e.g., reputation) (Mayer & Davis, 1999). Therefore, Das and Teng (2001) defined feeling trusted by a supervisor as feeling trusted in one's competencies, where the manager guarantees that the subordinate is able to perform every manager expectation. In turn, when feeling trusted by supervisor mechanisms occur within the organization, employees will be more willing to accept vulnerability and risks in their work (Min et al., 2019). In accordance with social exchange theory (SET), employees who are in a trusted social exchange environment will feel obligated to reciprocate with positive behavior towards their work (Takeuchi et al., 2007). Therefore, this paper proposes the following hypothesis:

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H3a: Feeling trusted by supervisor moderates the relationship between high-performance work systems and work engagement in the sense that higher level of feeling trusted by supervisor strengthen those relationship.

H3b: Feeling trusted by supervisor moderates the relationship between knowledge-sharing behavior and work engagement in the sense that higher level of feeling trusted by supervisor strengthen those relationship.

3. Research Method

Procedure. This study conducted a questionnaire survey of financial services company employees in Jakarta, Indonesia. There are three reasons why this study used financial services companies as a research object. First, as stated by Craig Kaylor of the Hampden Savings Bank, banks and financial services companies actually sell services and knowledge, not just goods. This is supported by Chatzoglou and Vraimaki (2009), who found that financial services companies are increasingly involved in the information sector in addition to their financial business. The competitive advantage of financial services companies is therefore derived from their ability to develop knowledge to support their information business. Second, financial services companies are vulnerable to global events, so they need to be able to manage knowledge in order to mitigate the negative impact of the current unstable business environment. Third, Xu and Lv (2018) found that fraud is one of the counterproductive work behaviors. Financial services companies are at risk of being affected by fraud, so they need tools to reduce the number of fraud cases (Mozammel & Haan, 2016).

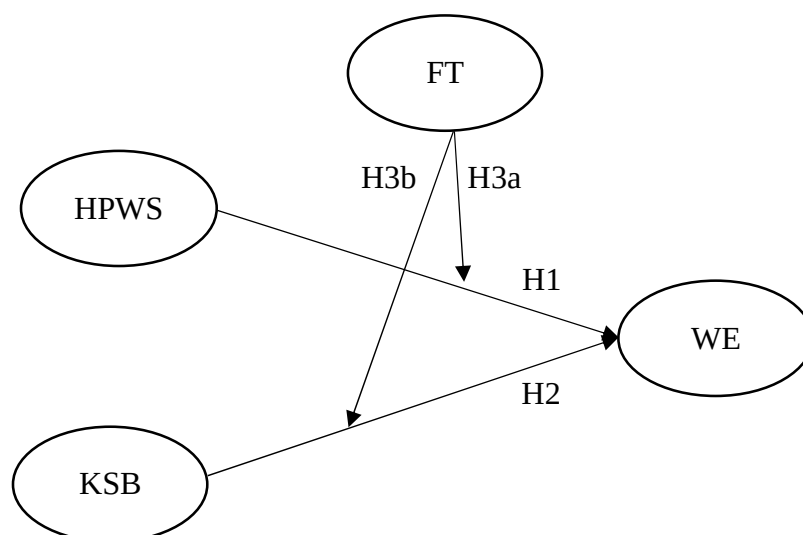


Figure 1. Conceptual Framework

Participants. Total 300 questionnaires were distributed, then 284 participants agreed to participate. But, 6 questionnaires were not qualified because they did not meet the criteria on

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the survey instruments. Total samples used were 278 respondents which represents a response rate of 92.67 percent. Respondents consisted of female 55.76 percent and male 44.24 percent. Their mean age was 34.8 years ($SD = 6.05$), 4.6 percent completed high school, 85.9 completed undergraduate degree, and 9.3 completed post graduate degree. Total 87 respondents (or 31.2 percent) had no more than 5 years job tenure, 129 respondents (or 46.4 percent) had in between 5-10 years, 59 respondents (or 21.2 percent) had in between 11-15 years, and 3 respondents (or 1.08 percent) had over than 16 years of job tenure.

Table 2. Discriminant and convergent validity

	Variables	CR	AVE	MSV	ASV	1	2	3
1	HPWS	.88	.43	.46	.21			
2	KSB	.70	.33	.16	.13	.33**		
3	FT	.91	.49	.16	.07	.22**	.40**	
4	WE	.92	.78	.46	.16	.68**	.35**	.14*

ASV (Average Shared Variance); MSV (Maximum Shared Variance); AVE (Average Variance Extracted); CR (Composite Reliability); HPWS (High-Performance Work Systems); KSB (Knowledge Sharing Behavior); FT (Feeling Trusted); WE (Work Engagement); The inter-item correlations among constructs

** $p < 0.01$; * $p < 0.05$

Measurements. This study used four self-reported scales to measure work engagement, high-performance work systems, knowledge-sharing behavior, and feeling trusted by the supervisor. All indicators were translated from English to Bahasa Indonesia using a back translation method in order to maintain the validity level of translation (Wang et al., 2016).

Work engagement. WE was assessed with 3-items of the Utrecht Work Engagement Scale (UWES-3) by Schaufeli et al. (2019), each item represents each dimension, such as vigor, dedication, and absorption are rated on five-point Likert-type scale ranging from 1 (i.e., totally disagree) to 5 (i.e., totally agree). A confirmatory factor analysis (CFA) on the current study drawn a good fit for 3-items of UWES-3 is that $\chi^2 = .25$, $df = 1$, $p < 0.00$, Normed Fit Index (NFI) = .99, Tucker Lewis Index (TLI) = 1.04, Comparative Fit Index (CFI) = 1, Root Mean Square Error of Approximation (RMSEA) = .00.

High-performance work systems. HPWS was assessed with 10-items developed by Den Hartog et al. (2012) each item such as “Training (at different stations) is provided regularly to me” or “I have opportunities for development within this organization” is rated on five-point Likert-type scale ranging from 1 (i.e., totally disagree) to 5 (i.e., totally agree). A confirmatory factor analysis (CFA) on the current study drawn a good fit for 10-items of HPWS is that $\chi^2 = 34.64$, $df = 27$, $p < 0.01$, Normed Fit Index (NFI) = .83, Tucker Lewis Index (TLI) = .94, Comparative Fit Index (CFI) = .95, Root Mean Square Error of Approximation (RMSEA) = .03.

Table 1. Means (M), standard deviations (SD), correlation coefficients, and Cronbach’s Alpha from each variable (N = 278)

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	Variables	M	SD	1	2	3	4
1	WE	5.73	1.09	.92			
2	HPWS	5.62	1.13	.67**	.53		
3	KSB	5.32	1.16	.35**	.33**	.69	
4	FT	4.87	1.43	.14*	.21**	.40**	.74

** $p < .01$.

Knowledge-sharing behavior. KSB was assessed with 5-items by Davenport et al. (1998) each item such as “I frequently participate in knowledge sharing activities in this organization” or “When discussing a complicated issue, I am usually involved in the subsequent interactions” is rated on five-point Likert-type scale ranging from 1 (i.e., totally disagree) to 5 (i.e., totally agree). A confirmatory factor analysis (CFA) on the current study drawn a good fit for 5-items of KSB is that $\chi^2 = .21$, $df = 2$, $p < 0.01$, Normed Fit Index (NFI) = .99, Tucker Lewis Index (TLI) = 1.15, Comparative Fit Index (CFI) = 1, Root Mean Square Error of Approximation (RMSEA) = .00.

Feeling trusted by supervisor. FT was assessed with 11-items developed by Gillespie (2012) each item such as “My supervisor delegates important work to me” or “My supervisor depends on me to back him/her up in difficult situations” is rated on five-point Likert-type scale ranging from 1 (i.e., totally disagree) to 5 (i.e., totally agree). A confirmatory factor analysis (CFA) on the current study drawn a good fit for 11-items of KSB is that $\chi^2 = 13.29$, $df = 14$, $p < 0.01$, Normed Fit Index (NFI) = .86, Tucker Lewis Index (TLI) = 1.01, Comparative Fit Index (CFI) = 1, Root Mean Square Error of Approximation (RMSEA) = .00.

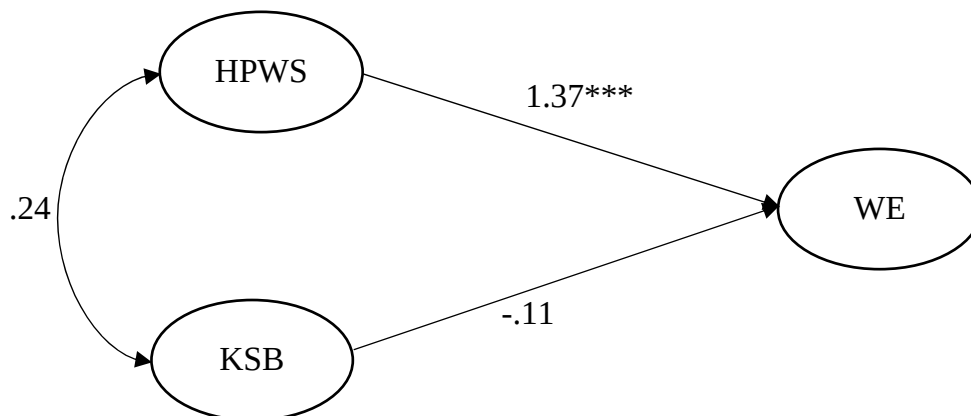


Figure 2. Structural equation modelling of the relationship between high-performance work systems and knowledge-sharing behavior and work engagement

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Data analysis procedure. In the first stage of analysis data procedure, this study conducted confirmatory factor analysis (CFA) to process the measurement model consisting of three correlated latent constructs: high-performance work systems, knowledge-sharing behavior, and work engagement. Then, the second stage of this study used structural equation modelling (SEM) method to test the hypotheses that have been concurred. Finally, to investigate the moderation effect of feeling trusted by a supervisor in the relationship of high-performance work systems and knowledge-sharing behavior to work engagement, this study examined SPSS PROCESS Macro (Hayes, 2017).

4. Finding and Discussion

Preliminary analysis. All of the composite reliability (CR) values from four constructs are above .60 which is above the accepted value (Fornell & Larcker, 1981). However, only work engagement which has the ideal value from AVE ($> .50$). According to Fornell and Larcker (1981), based on CR value, researchers are yet competent to achieve the convergent validity and sufficiency constructions. Based on those arguments, due to all the entirely constructs being above the accepted CR, the internal reliability from all measurement items is acceptable. Furthermore, The CFA results showed a good fit with the data, that is $\chi^2 = 11.63$, $df = 11$, $\chi^2/df = 1.06$, $p < 0.01$, TLI = .99, CFI = .99, GFI = .98, RMSEA = .01. All the results are above the minimum parameters accepted. Chi-square with degrees of freedom (χ^2/df) must not outpace five (Bentler, 1985). Then, TLI, CFI, and GFI must exceed 0.9. RMSEA must not outpace than 0.05 (Browne & Cudeck, 2016). Hereafter this study used cross-sectional and self-reported questionnaires, so potentially impacted with common method bias. So, to examine whether this study encounters the common method bias, this study employed Harman's single factor technique. The first factor revealed 27 percent from the variance, which under accepted value 50 percent. Those results indicated that this study has no problem with the common method variance problem (Podsakoff et al., 2003).

Table 3. Moderation of feeling trusted by supervisor in the relationship between high performance work systems and work engagement

	ρ	SE	t	p
Constant	5.72	.05	120.63	.00***
HPWS	.89	.06	14.14	.00***
FT	-.00	.06	-.06	.95
HPWS*FT	.03	.06	.51	.60
$R^2 = .67$				
$F = 77.68$				

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Hypotheses testing. This study used SEM to examine the direct relationship between high-performance work systems, knowledge-sharing behavior and work engagement. As can be seen from Figure 1, only high-performance work systems are positively and significantly correlated with work engagement ($\gamma = 1.37, p < .001$) proving that Hypotheses 1 (H1) is confirmed. However, contrary to expectation, knowledge-sharing behavior negatively and not significantly correlated with work engagement ($\gamma = -.11, p > .05$), so that Hypotheses 2 (H2) is rejected. Then, high-performance work systems and knowledge-sharing behavior show considerable not really overlap ($r = .24$).

Feeling trusted by supervisor as moderator. As shown in Table 3, a regression coefficient of feeling trusted by supervisor found in number $-.003$, means that for every 1 unit increase of feeling trusted by supervisor, the decreasing of work engagement is $-.003$. But, for every 1 unit increase in high-performance work systems, there will be $.89$ units of increase in work engagement. Those statements revealed that, contrary to expectations, feeling trusted by the supervisor was not moderate the relationship between high-performance work systems and work engagement ($b = .03, t = .51, p = .60$), hence Hypotheses 3a (H3a) is rejected. Similarly, as shown in Table 4, the result of this study revealed that there is no moderation effect of feeling trusted by the supervisor in the relationship between knowledge-sharing behavior and work engagement ($b = .09, t = 1.19, p = .23$). Hence Hypotheses 3b (H3b) is rejected.

Table 4. Moderation of feeling trusted by supervisor in the relationship between knowledge-sharing behavior and work engagement

	ρ	SE	t	p
Constant	5.70	.06	88.94	.00***
KSB	.36	.06	5.76	.00***
FT	.01	.08	.12	.90
HPWS*FT	.09	.07	1.19	.23
$R^2 = .13$				
$F = 13.58$				

This study aims to investigate three constructs which are predicted to improve the level of work engagement. Two constructs posit as antecedents, which are high-performance work systems and knowledge-sharing behavior, then one construct has a moderating role namely feeling trusted by supervisor. A structural equation modelling revealed that only high-performance work systems are able to improve the level of work engagement ($\gamma = 1.37, p < .001$), thereby confirming Hypotheses 1 (H1). However, contrary to expectations, knowledge-sharing behavior is not able to improve work engagement or even potentially lower the impacts ($\gamma = -.11, p > .05$). Whereas knowledge-sharing behavior predicted before has a positive impact in the level of work engagement because of its existence as an organizational resource (Grant, 1996; Razak et al., 2016). In order to do that, Hypotheses 2 (H2) was not confirmed.

Theoretical implications

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The results of this study are consistent with previous research that found a positive correlation between high-performance work systems (HPWS) and work engagement (Huang et al., 2018; Ramsay et al., 2000). HPWS are HRM practices that include performance-based pay, employee relations programs, training, and team-based projects (Huselid, 1995). These practices are designed to improve organizational performance (Harley, 2002). Some scholars believe that HPWS are a form of employee-oriented organizational development (Snape & Redman, 2010), and that employees perceive them as an investment in their well-being. In accordance with social exchange theory (SET), this investment can lead to positive employee attitudes, including work engagement. This study provides further evidence that HPWS can help to improve individual work positive attitudes.

Furthermore, a recent study found that knowledge-sharing behavior may have a negative impact on work engagement. According to Deci and Ryan (1987), information and knowledge are important resources that allow employees to work optimally and be engaged. In order to access these resources, employees may need to communicate intensively. However, Ford et al. (2015) found that knowledge-sharing activities require more time and energy, which can lead to disengagement and a lack of opportunity for employees to improve their work. This study used a financial services company as a research object because it has strict procedures to prevent fraud risks (Vanasco, 1998). It is possible that employees in this type of company spend a lot of time trying to comply with procedures, so intra-organizational knowledge-sharing activities may not be a priority.

Lastly, this study found that there are no significant impact from moderating role of feeling trusted by supervisor of relationship between high-performance work systems and knowledge-sharing behavior to work engagement. So it seems that feeling trusted by supervisor potentially impacted to the high-performance work systems with work engagement and knowledge-sharing behavior with work engagement relationships. According to Lau et al. (2014), when employee feels being trusted by their supervisor, it able to improve work engagement. Contrary, the statistical results of this study, Table 3 shown that the increasing of feeling trusted by supervisor potentially impacted to the decreasing of work engagement ($\gamma = -.003$, $p = .60$). A possible arguments that feeling trusted by supervisor has a potential to improve positive work behavior, but at some point it may generates the opportunities of the increasing of workload and concerning to the self-reputation. So that individual ought to perform their work at once to maintain their reputation, as consequences their level of burnout may be higher (Baer et al., 2015). Hereafter, in terms of knowledge-sharing behavior, this study found that the role of feeling trusted by supervisor more impacted to the knowledge-sharing behavior ($\gamma = .09$, $p = .23$) than high-performance work systems. It may indicated that the trust from supervisor potentially to encourage the level of work engagement while employees practicing knowledge-sharing activities. Contrary, high-performance work systems may perceived as a settled human resources strategies, so without putting feeling trusted by supervisor as an incremental values, it able to improve work engagement by self.

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Practical implications. First and foremost, the study's findings underline the significance of high-performance work systems within organizational structures. These systems serve as designated tools that have a demonstrable positive impact on elevating employee work engagement. This implies that organizations can actively leverage these systems to enhance the commitment and enthusiasm of their workforce. By doing so, they can create a more motivated and productive workforce, ultimately contributing to improved organizational performance. Furthermore, the study suggests that organizations have the capacity to actively encourage the adoption of high-performance work systems. This encouragement can take the form of targeted programs and initiatives developed internally. These programs should be designed to promote and implement high-performance work practices throughout the organization. This proactive approach allows organizations to harness the full potential of these systems and maximize their benefits in terms of employee engagement. On the other hand, the study also sheds light on an intriguing observation – the feeling of trust in one's supervisor does not seem to directly correlate with increased levels of work engagement. This discovery challenges conventional assumptions about the importance of trust in the workplace. It suggests that even in situations where employees may not perceive a high level of trust from their supervisors, the presence of high-performance work systems can compensate for this deficiency. This underscores the potency of these systems as self-sustaining drivers of positive employee attitudes. An important aspect highlighted by this research is the structured nature of high-performance work systems. They provide a well-organized framework that streamlines processes and reduces the need for excessive internal knowledge-sharing activities. This is significant because organizations often grapple with the challenge of balancing knowledge-sharing and preventing employee burnout. High-performance work systems offer a solution by facilitating an orderly and efficient work environment.

5. Conclusion

In conclusion, this study offers valuable insights for organizations aiming to optimize their human resource practices and organizational designs. It emphasizes the pivotal role of high-performance work systems in fostering work engagement and overall employee satisfaction. Additionally, it encourages organizations to consider proactive measures, such as internal programs, to promote the adoption of these systems. Overall, the research highlights the importance of a clear, well-defined organizational framework to enhance employee attitudes and transactional behaviors within the workplace, ultimately contributing to the success of the organization.

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