The Mediating Role of Occupational Self-efficacy in the Relationship Between Employees' Perceived Trust and Work Engagement

Karma Lhaden and Isabel Dórdio Dimas(✉)

CeBER, Faculty of Economics, University of Coimbra, Coimbra, Portugal
idimas@fe.uc.pt

Abstract. Although trust is crucial in enhancing positive attitudes and behaviour, trust signals are not explicit. Hence, trust recipients must cognitively process the trust cues to translate into positive outcomes. This study innovates by examining how employees' perceived trust indirectly influences their work engagement through its influence on occupational self-efficacy. We collected a sample of 335 employees from three major companies in Bhutan over a two-wave survey on the Lime survey platform. Data were analyzed using structural equation modeling on IBM SPSS AMOS (29). The results supported the positive impact on occupational self-efficacy of cognitive trust but the influence of affective trust was not significant. Occupational self-efficacy presented a strong positive impact on work engagement. Additionally, the results revealed an indirect effect of cognitive trust on work engagement through occupational self-efficacy. Therefore, our findings posit cognitive trust as an important resource to foster a positive work attitude, however, requires individual resources. Nonetheless, the role of affective trust remains less active. Organizations must capitalize on cognitive trust to foster employees' self-belief and enhance engagement levels.

Keywords: Cognitive and Affective trust · Occupational self-efficacy · Work engagement

1 Introduction

Interpersonal trust is a vital socio-emotional resource, a foundation of social exchange mechanisms, fostering positive workplace attitudes and behaviours (Blau 1964; Dirks and De Jong 2022; Legood et al. 2021). Trust is typically classified into two dimensions: cognitive trust, which reflects reliance on and belief in the trustee's perceived traits that ensure competent job performance (McAllister 1995; Mayer et al. 1995; Yang and Mossholder, 2010), and affective trust, which involves a willingness to confide in the trustee's supportive nature, thereby strengthening relational ties (McAllister 1995; Tomlinson et al. 2020).

While trust has been extensively studied, its conceptual complexity continues to reveal new avenues for exploration (Dirks and De Jong, 2022). Traditional theories,

© The Author(s), under exclusive license to Springer Nature Switzerland AG 2026
O. Gervasi et al. (Eds.): ICCSA 2025 Workshops, LNCS 15887, pp. 287–299, 2026.
https://doi.org/10.1007/978-3-031-97589-9_20

such as social exchange theory, posit that trust inherently enhances positive exchanges at work, with trustworthiness seen as undeniably beneficial (Legood et al. 2021; Brower et al. 2009). However, this assumption has been increasingly challenged. For instance, Baer et al. (2015) demonstrated that trust can sometimes be emotionally taxing, and subsequent work by Baer et al. (2021) questioned the universal desirability of being trusted. These findings highlight the nuanced and multifaceted nature of trust, emphasizing the need for further theoretical refinement.

Building on this foundation, the present study seeks to advance trust theory by addressing how trust translates into positive attitudinal and behavioural outcomes. Drawing on prior research linking trust to self-efficacy (Zheng et al., 2019) and work engagement (Gill et al. 2019), we propose that trust cues are not always explicit and must be psychologically processed by employees to stimulate desired outcomes (Campagna et al. 2020). This process requires personal resources, such as occupational self-efficacy, which refers to an individual's belief in their ability to meet job demands successfully. On this basis, the study explores the indirect effects of cognitive and affective trust on work engagement, mediated by occupational self-efficacy.

1.1 Employees Perceived Cognitive and Affective Trust

Trust is conceptualized as "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party" (Mayer et al. 1995, p. 712). Employees' perceived trust is the extent to which they feel their leader trust them. Employees' felt or perceived trust activates psychological mechanisms that influence work attitudes and behaviours (Baer et al. 2015; Gill et al. 2019; Lau et al. 2014). In today's increasingly complex and challenging workplaces, employees' ability to navigate uncertainties (Ferguson et al. 2022) and to add value to their organizations (Dimas et al. 2023) has become essential. Perceived trust plays a pivotal role in this context, fostering positive attitudes and behaviours while establishing strong workplace relationships (Mayer et al. 1995; McAllister 1995).

Trust has been conceptualized considering two dimensions: cognitive and affective (Dirks and DeJong, 2022). Cognitive trust involves relying on another's task-related abilities and it is based on assessments of the trustee's levels of ability and integrity (Karma Lhaden and Dimas 2024; McAllister 1995; Tomlinson et al. 2020). Previous studies reveal that this trust dimension is positively related to task performance outcomes, such as in-role achievements (Mayer and Gavin, 2005), by reducing perceived risks of deception (Mayer et al. 1995; Colquitt et al. 2012).

Affective trust, on the other hand, is related to emotional reliance and arises from perceptions of benevolence (Tomlinson et al. 2020) and actions that go beyond formal duties (Karma Lhaden and Dimas 2024). Affective trust improves the quality of the relational exchanges that take place in the organizational context (Colquitt et al. 2012) and has been shown to positively influence group motivation and organizational citizenship behaviour (Carter and Mossholder 2015).

The impact of trust on work attitudes and behaviours is mediated through psychological states such as empowerment (Gill et al. 2019), self-efficacy (Zheng et al. 2019), and self-esteem (Lau et al. 2014). Trust enhances employees' self-evaluation processes,

leading to improved cognitive functioning, heightened self-esteem, and increased self-efficacy (Lau et al. 2014; Zheng et al. 2019). Furthermore, when employees perceive they are trusted, they feel valued and empowered at work (Gill et al. 2019).

Although trust signals may be indirect (Campagna et al. 2020), they consistently foster positive workplace behaviours and outcomes (Dirks and DeJong, 2022). Trust remains a basis of effective workplace dynamics by providing both a cognitive assurance of reliability and an emotional foundation of support.

1.2 Perceived Trust and Occupational Self-efficacy

Bandura (1977) described self-efficacy as an individual's confidence in their ability to effectively perform a specific behaviour necessary to achieve desired outcomes. Previous studies have distinguished between different categories of self-efficacy, such as content-specific self-efficacy, task-specific self-efficacy, or occupational self-efficacy (Guarnaccia et al. 2018; Lent and Brown 2006). Occupational self-efficacy is defined as a domain specific form of self-efficacy and refers to an individual's confidence and belief in their own capacities to succeed in their work context (Guarnaccia et al. 2018; Ozyilmaz et al. 2018; Zheng et al. 2019). This dimension differs from general self-efficacy in that it is specific to the occupational context, focusing on the processes of occupational adaptation and coping with occupational obstacles (Çetin, and Aşkun 2018; Schyns and von Collani 2002). Occupational self-efficacy draws on emotional and psychological resources available in the workplace (Bandura 2006). It emerges from an individual's capacity to perform tasks successfully (Guarnaccia et al. 2018; Schyns and von Collani 2002).

Self-efficacy develops through experiences such as personal attainments, modeling, verbal persuasion, and physiological arousal, which allow individuals to cognitively appraise their perceptions and determine their self-efficacy levels (Bandura 2006; Gist and Mitchell 1992). This makes self-efficacy a judgment of one's workplace capabilities. Among these experiences, social persuasion plays a crucial role in enhancing self-efficacy because it strengthens individual's belief that they can succeed at relevant tasks (Bandura 2006; Zheng et al. 2019). For example, Biron and Bamberger (2010) highlight that providing employees with task flexibility and autonomy can boost their self-efficacy by increasing their confidence in their capabilities.

Trust, a fundamental workplace factor, is built by assessing the trustee's ability, integrity, and benevolence (Mayer et al. 1995; Karma Lhaden and Dimas 2024). It reflects the judgment of someone's capability and can result in autonomy and positive feedback in the workplace (Lau et al. 2014; Karma Lhaden and Dimas 2024). Trust serves as a source of social persuasion, influencing self-efficacy through both cognitive and emotional pathways (Bandura 2006; Zheng et al. 2019). Specifically, employees who feel that their skills are being relied upon (i.e., perceived cognitive trust) are likely to interpret this as positive feedback from the supervisor about their work abilities (e.g., Biron and Bamberger 2010; Zheng et al. 2019). Similarly, the sharing of personal issues or work-related sensitive information (i.e., perceived affective trust) indicates the leader's willingness to have a close relationship with the employee, which in turn is expected to increase employees' occupational self-efficacy by suggesting that they are valued (Zheng et al. 2019). Employees whose skills are trusted by their leaders (cognitive trust)

and who feel that their leaders lean on them to share challenges (affective trust) are more likely to believe in their own abilities to carry out tasks effectively. Thus, trust provides the psychological safety and encouragement necessary to build occupational self-efficacy.

Accordingly, we hypothesize:

Hypothesis 1: Perceived cognitive (H1a) and affective trust (H1b) are positively associated with occupational self-efficacy.

1.3 Occupational Self-efficacy and Work Engagement

Work engagement is a positive and fulfilling psychological state, defined by high energy, vigor, and dedication to one's job responsibilities (Bakker et al. 2008; Schaufeli and Bakker 2004). Previous studies have consistently shown that work engagement is influenced significantly by the availability of job and personal resources (Bakker 2009; Bakker and Demerouti 2007; Bakker et al. 2008). Job resources, such as constructive feedback, social support, and coaching, are critical in mitigating stress that emerges as a result of job demands (Crawford et al. 2010; Schaufeli and Bakker 2004). When employees perceive they are valued this shapes their psychological conditions. Respect and recognition contribute to a sense of meaningfulness, psychological availability, and safety—factors crucial for fostering engagement at work (Beltrán-Martín et al. 2023; Tóth-Király et al. 2023). When employees feel valued and supported, they are more likely to be deeply engaged in the work they do.

Additionally, personal resources, such as occupational self-efficacy, are critical in determining engagement levels (Schaufeli and Bakker 2004). Occupational self-efficacy acts as a self-motivating mechanism that directs time and energy towards performing productive tasks (Agarwal 2014; Li et al. 2017). Halbesleben's (2010) meta-analysis shows a strong association between self-efficacy and work engagement, which is reinforced by recent empirical studies (e.g., Albrecht and Marty 2020; Guarnaccia et al. 2018; Li et al. 2017).

Employees with high levels of occupational self-efficacy are better prepared to manage workplace challenges (Schyns and von Collani 2002) and to overcome obstacles to task performance. As they feel more capable and motivated to fulfil their job responsibilities, this increased confidence translates into a greater emotional connection with their work (Albrecht and Marty 2020; Çetin and Aşkun 2018; Guarnaccia et al. 2018). By fostering perseverance and focus, occupational self-efficacy not only improves task outcomes but also enhances engagement by reinforcing an individual's belief in their capacity to succeed.

Based on this, we propose the following hypothesis:

Hypothesis 2: Occupational self-efficacy is positively associated with work engagement.

1.4 The Indirect Effects of Trust on Work Engagement

Trust is a critical socio-emotional resource in the workplace that enhances positive attitudes and behaviours (Brower et al. 2009; Baer et al. 2021). Trust reflects confidence in

the abilities, integrity, and benevolence of others, creating a foundation for supportive workplace relationships. However, trust can function as a double-edged sword. While it typically encourages positive dynamics, excessive trust can lead to emotional exhaustion (Baer et al. 2015) or even exploitation, as it may be seen as an opportunity for deception (Skinner et al. 2014). In addition, the impact of trust on workplace outcomes is dependent on the ability of individuals to interpret its indirect cues, which are often nuanced (Campagna et al. 2020; van der Werff and Buckley 2017).

Work engagement is influenced not only by environmental resources but also by personal resources that enable individuals to psychologically process workplace experiences (Zheng et al. 2019). Trust contributes to this process as a source of social persuasion, enhancing employees' self-efficacy (Bandura 2006; Zheng et al. 2019). High levels of occupational self-efficacy enable employees to feel more emotionally connected to their job responsibilities, thereby fostering higher levels of engagement (Guarnaccia et al. 2018; Schaufeli and Bakker 2004; Schyns and von Collani 2002).

Based on this, we expect that cognitive trust (reliance on competence) and affective trust (emotional connection) indirectly influence work engagement by strengthening occupational self-efficacy (Zheng et al. 2019). Trust gives employees a sense of acknowledgment and validation and reinforces their confidence in their capabilities (de Jong et al. 2024). This confidence, in turn, leads to heightened motivation and perseverance, crucial drivers of work engagement (Bakker et al. 2023).

Accordingly, we propose the following hypothesis:

Hypothesis 3: The influence of perceived cognitive (H3a) and affective trust (H3b) on work engagement will be indirect and fully mediated by occupational self-efficacy.

2 Method

2.1 Participants and Procedures

The survey data was collected through the Lime survey platform from the employees and leaders of three major companies in Bhutan. These companies were mainly the public companies operating under Royal Government of Bhutan's investment arm, the Druk Holdings and Investments (DHI). Therefore, to conduct our survey, we had to first seek permission from the DHI, and then from each company management. These companies appointed focal persons who shared with us employee details such as email addresses, departments, and supervisors and facilitated the survey by providing email heads up during each survey moment.

This research was assessed and approved by the ethical committee of the authors' institution. Emails were sent to 1,406 employees to invite them to participate in the study. Although company managers permitted our survey and encouraged the employees, their participation was voluntary. By seeking their informed consent, we assured the anonymity and confidentiality of their responses. A pilot study assessed the items' clarity and adequacy to respondents.

The survey was conducted over two waves. At time 1, employees rated perceived cognitive and affective trust, and at time 2, occupational self-efficacy and work engagement.

Each survey moment was separated by two weeks. Although we received 450 responses for trust measures, only 335 employees responded in the second moment. Therefore, the final data is based on 335 responses, which corresponds to a 23.8% response rate. On average, employees were 34.1 years old, with the eldest being 57 and the youngest being 29. They were predominantly male (55%), and holding at least a bachelor's degree (46.3%). On average, employees have been supervised by their respective leaders for 5.97 years.

2.2 Measures

Because English is the working language in Bhutan, the measures did not need to be translated.

Trust. We used Yang and Mossholder's (2010) ten-item scale to measure cognitive and affective trust. The items are rated on a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). A sample item for cognitive trust is "My supervisor depends on me to meet the work responsibilities" and for affective trust is "My supervisor is confident about sharing work difficulties with me."

Occupational Self-efficacy. To measure occupational self-efficacy, we adapted a scale developed by Schyns and Von Collani (2002), which is composed of eight items. A sample item is "I can remain calm when facing difficulties in my job because I can rely on my abilities" and is measured on a 6-point Likert type (1 = Not at all true, 6 = Completely true).

Work Engagement. We used the scale by Schaufeli et al. (2019) to evaluate work engagement. A sample of this three-item scale is "At work; I feel bursting with energy." Employees rated this measure on a six-point Likert-type scale (1 = never, 6 = almost every day).

2.3 Data Analysis

We have used structural equation modeling (SEM) with maximum likelihood estimation on IBM SPSS AMOS (version 29 to examine the relationships among our study variables. SEM has several advantages compared to regression analysis as it provides more robust results in examining direct and indirect effects by indicating how well the data fit the proposed model (Collier 2020). Additionally, SEM provides explicit estimates of error variance parameters, thereby improving the accuracy of the data analysis (Byrne 2010). The significance of the indirect effects was tested with bootstrapping.

3 Results

3.1 Preliminary Analysis

We conducted a confirmatory factor analysis (CFA) to examine the convergent and discriminant validity of our measurement model. We implemented an item parcelling approach, allocating items randomly on different parcels of the latent variables (Little

et al. 2002). Such an approach is noted for greater reliability, a higher ratio of common-to-unique factor variance (Little et al. 2013) and greater communality (MacCallum et al. 2001). In addition, parcels are beneficial for studies based on smaller samples because they can minimise errors among items within the same construct, providing better-fit solutions (Bandalos 2002), which is the case in our study. The following indicators were used to assess the model fit: χ^2 Goodness of fit statistic, Goodness of Fit Index (GFI), Normed Fit Index (NFI), Tucker–Lewis Index (TLI), Comparative Fit Index (CFI), and root mean square error of approximation (RMSEA).

Table 1. Model fit indices

Models	$\chi 2$	df	GFI	NFI	TLI	CFI	RMSEA
4 Factor Model (CT, AT, OSE, WE)	111.3	59	.953	.960	.975	.981	.052
3 Factor Model (CT + AT, OSE, WE)	368.1	62	.835	.869	.859	.888	.122
2 Factor Model (CT + AT, OSE + WE)	575.5	64	.670	.795	.771	.812	.155
1 Factor Model (CT + AT + OSE + WE)	1495.8	65	.542	.466	.370	.475	.257

Abbreviations
CT: Cognitive trust, AT: Affective trust, OSE: Occupational self-efficacy, WE: Work engagement.

The four-factor model (shown in Table 1) yielded an acceptable fit to the data (χ^2 = 111.3, df = 59, GFI = .953, NFI = .960, TLI = .975, CFI = .981, and RMSEA = .05). The results indicated that each of the alternative models had a worse fit than the predicted four-factor model – the $\Delta\chi^2$s are all statistically significant. Hence, the results provide evidence of the convergent and discriminant validity of the study's measures.

Table 2 shows the variables' mean, standard deviation, and bivariate correlations and the validity and reliability of latent variables. Both Cronbach's alpha and composite reliability values were above.70, and average variance extracted values above.50. The results ensure the scale's reliability and validity. Furthermore, correlation results provide initial support for our hypothesized relationships. Cognitive trust ($r = .39$, $p < 0.01$) and affective trust ($r = .31$, $p < 0.01$) are positively correlated with occupational self-efficacy. With work engagement, trust dimensions (CT = .21, $p < 0.01$, CT = .18, $p < 0.05$) and occupational self-efficacy ($r = .37$, $p < 0.01$) are also positively correlated. As our results revealed a significant positive correlation between cognitive and affective trust ($r = .59$, $p < 0.01$), we combined the two measures in our CFA. However, the model fit indices reduced drastically, thus we proceeded with separate variables.

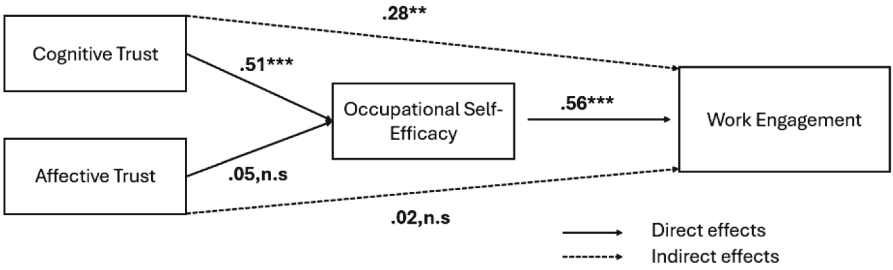
Table 2. Descriptive statistics, intercorrelations matrix, Cronbach alpha values, CR, and AVE.

Factors	CT	AT	OSE	WE	CR	AVE
CT	***.825***				.83	.63
AT	.597**	***.924***			.93	.82
OSE	.396**	.308**	***.911***		.91	.72
WE	.208**	.175**	.374**	***.753***	.77	.53
Mean	3.931	3.789	4.815	4.839		
SD	.547	.687	.629	.947		

Note: Significance level (2-tailed), ** $p < 0.01$, Cronbach's alphas are presented diagonally and in Italics and bold. Abbreviations: CT: Cognitive trust, AT: Affective trust, OSE: Occupational self-efficacy, WE: Work engagement, CR: Composite reliability; AVE: average variation extracted

3.2 Hypotheses Testing

To test the hypothesized relationships, we conducted structural equation modeling on IBM SPSS AMOS 29.



Note: Significance level (2-tailed), ** p< 0.01, *** p< 0.001

Fig. 1. SEM output. Note: Significance level (2-tailed), **p < 0.01, ***p < 0.001

The fit indices of the SEM model were adequate: $\chi^2 = 111.3$, df = 59, NFI = .960, TLI = .975, CFI = .981, and RMSEA = .05.

In hypothesis 1, we predicted a positive association between trust and occupational self-efficacy. The path to occupational self-efficacy from cognitive trust (B = .51, p < 0.001) was positive and significant, while from affective trust (B = .05, ns) was not significant. Thus, support was found for H1a but not for H1b. Hypothesis 2 tested for a positive association between occupational self-efficacy and work engagement (B = .56, p < 0.001). The results are significant, supporting H2. Finally, to test for indirect effects, we estimated paths from trust to work engagement mediated by occupational self-efficacy in hypothesis 3. H3a results revealed that the indirect effect of cognitive trust to work engagement via occupational self-efficacy (B = .28, p < 0.01) was positive and significant, while the indirect effect of affective trust was not (B = .02, ns). Thus, support was found for H3a and not H3b. Results are presented in Fig. 1.

4 Discussions and Conclusions

This study investigated the influence of perceived cognitive and affective trust on work engagement, considering occupational self-efficacy as a mediator. The findings reveal a significant positive association between cognitive trust and occupational self-efficacy, which, in turn, positively impacts work engagement. The mediating role of occupational self-efficacy highlights the importance of cognitive trust to enhance engagement levels. On the contrary, the results indicate no significant associations between affective trust and occupational self-efficacy or work engagement.

Cognitive trust plays a pivotal role as a positive evaluation of employees' task abilities, which enhances confidence and belief in their competence (Mayer et al. 1995). Our findings align with prior research suggesting that cognitive trust fosters an environment where employees feel assured about their capabilities and task performance (McAllister 1995). Conversely, affective trust, which involves emotional trust and disclosing sensitive information, can act as a stressor Baer et al. (2015). This result sheds light on the potential double-edged nature of affective trust. Indeed, depending on contextual factors, affective trust can either support or hinder workplace dynamics.

The strong positive relationship between occupational self-efficacy and work engagement can be explained by Bandura's (2006) social cognitive theory. Occupational self-efficacy, which reflects an individual's confidence in successfully executing job-related tasks, emerges as a critical in promoting work engagement. Employees with high self-efficacy are better prepared to overcome workplace challenges and maintain focus on achieving goals, fostering resilience and intrinsic motivation (Zheng et al. 2019). These qualities enable them to be emotionally connected with their workplace roles, leading to higher levels of vigor, dedication, and absorption (Schaufeli and Bakker 2004).

Furthermore, this study supports the indirect positive relationship of cognitive trust with work engagement via occupational self-efficacy. When employees perceive that their leaders trust in their task-related abilities, they feel more self-confident in their skills, which acts as a motivational mechanism enabling them to engage deeply with their work. However, as Campagna et al. (2020) point out, because the effects of trust are not always explicit, translating trust into commitment relies on individual psychological resources such as self-efficacy. Employees with high self-efficacy perceive challenges as opportunities rather than threats, which enable them to direct their effort toward achieving positive outcomes and maintaining high levels of engagement (Albrecht and Marty 2020).

Cognitive trust is a crucial enabler of occupational self-efficacy, which subsequently fosters work engagement. This mediating relationship emphasizes the need for organizations to create environments that promote trust and recognize employees' competencies. Conversely, the lack of significant results for affective trust suggests that its role in fostering engagement is context-dependent and warrants further exploration.

From a practical perspective, organizations should prioritize building cognitive trust through transparent communication, fair evaluations, and acknowledgment of employees' contributions. Timely and constructive feedback can reinforce employees' self-efficacy and motivate them to immerse themselves in their work. Tools such as employee engagement surveys and trust assessments can help monitor and reinforce trust dynamics within the workplace. Future research should explore the nuanced effects of affective

trust. Longitudinal studies could also provide insights into the evolving nature of trust and its impact on self-efficacy and engagement over time.

While we carried out the study in a unique, yet an understudied context, we must acknowledge a few limitations. Bhutan is known for prioritizing happiness of the people over economic development through Gross National Happiness (Centre for Bhutan Studies & GNH Research 2017). Blending Buddhist and Western principles, the country focuses on upholding family relationship, freedom and most importantly conducting business with integrity (Sonnenberg et al. 2021). Thus, our study enables the applicability of western and Confucian tested theories in a broader and unique context (Henrich et al. 2010). However, we must acknowledge a few limitations. Firstly, adopting prevalidated scales could have possibly limited in gaining unique perspectives from our respondents. Secondly, single source survey responses may implicate the issue of common method bias, even though we have adopted measures to avoid this threat such as conducting survey over three different moments (Podsakoff et al. 2012). And thirdly, adopting other strategies of data collection along with the existing method could have helped in strengthening the findings of our work. For instance, conducting qualitative and focus group interviews could have provided us with richer and context specific insights.

Acknowledgments. This work has been supported by the Fundação para a Ciência e a Tecnologia (FCT) under project grant UIDB/05037/2020.

Disclosure of Interests. We declare no conflicts of interest to disclose regarding the research presented in this manuscript.

References

Agarwal, U.A.: Linking justice, trust and innovative work behaviour to work engagement. Pers. Rev. **43**(1), 41–73 (2014)

Albrecht, S.L., Marty, A.: Personality, self-efficacy and job resources and their associations with employee engagement, affective commitment and turnover intentions. Int. J. Hum. Resource Manag. **31**(5), 657–681 (2020)

Baer, M.D., Dhensa-Kahlon, R.K., Colquitt, J.A., Rodell, J.B., Outlaw, R., Long, D.M.: Uneasy lies the head that bears the trust: the effects of feeling trusted on emotional exhaustion. Acad. Manag. J. **58**(6), 1637–1657 (2015)

Baer, M.D., Frank, E.L., Matta, F.K., Luciano, M.M., Wellman, N.: Under trusted, over trusted, or just right? The fairness of (in)congruence between trust wanted and trust received. Acad. Manag. J. **64**(1), 180–206 (2021)

Bakker, A.: Building engagement in the workplace. In: Burke, R.J., Cooper, C.L. (eds.) The Peak Performing Organisations. Routledge (2009)

Bakker, A.B., Demerouti, E.: The job demands-resources model: state of the art. J. Manag. Psychol. **22**, 309–328 (2007)

Bakker, A.B., Demerouti, E., Sanz-Vergel, A.: Job demands–resources theory: ten years later. Annu. Rev. Organ. Psych. Organ. Behav. **10**, 25–53 (2023)

Bakker, A.B., Schaufeli, W.B., Leiter, M.P., Taris, T.W.: Work engagement: an emerging concept in occupational health psychology. Work Stress. **22**, 187–200 (2008)

Bandalos, D.L.: The effects of item parcelling on goodness of fit and parameter estimate bias in structural equation modelling. Struct. Equ. Model. **9**(1), 78–102 (2002)

Bandura, A.: Self-efficacy: Toward a unifying theory of behavioral change. Psychol. Rev. **84**, 191–215 (1977)
Bandura, A.: Toward a psychology of human agency. Perspect. Psychol. Sci. **1**(2), 164–180 (2006)
Blau, P.M.: Exchange and Power in Social Life. John Wiley & Sons, Inc (1964)
Beltrán-Martín, I., Guinot-Reinders, J., Rodríguez-Sánchez, A.M.: Employee psychological conditions as mediators of the relationship between human resource management and employee work engagement. Int. J. Hum. Resour. Manag. **34**(11), 2331–2365 (2023)
Biron, M., Bamberger, P.: The impact of structural empowerment on individual well-being and performance: taking agent preferences, self-efficacy and operational constraints into account. Hum. Relat. **63**(2), 163–191 (2010)
Brower, H.H., Lester, S.W., Korsgaard, A.M., Dineen, B.R.: A closer look at trust between managers and subordinates: understanding the effects of both trusting and being trusted on subordinate outcomes. J. Manag. **35**(2), 327–347 (2009)
Byrne, B. M. Structural Equation Modeling with AMOS: Basic Concepts, Applications, and Programming, 2nd ed. Routledge/Taylor & Francis Group (2010)
Campagna, R.L., Dirks, K.T., Knight, A.P., Crossley, C., Robinson, S.L.: On the relation between felt trust and actual trust: examining pathways to and implications of leader trust meta-accuracy. J. Appl. Psychol. **105**(9), 994–1012 (2020)
Carter, M.Z., Mossholder, K.W.: Are we on the same page? The performance effects of congruence between supervisor and group trust. J. Appl. Psychol. **100**(5), 1349–1363 (2015)
Centre for Bhutan Studies & GNH Research. Proposed GNH in Business, 1st ed. Centre for Bhutan Studies & GNH (2017)
Çetin, F., Aşkun, D.: The effect of occupational self-efficacy on work performance through intrinsic work motivation. Manag. Res. Rev. **41**, 186–201 (2018)
Collier, J.E.: Applied Structural Equation Modeling Using AMOS: Basic to Advanced Techniques. Routledge (2020)
Colquitt, J.A., LePine, J.A., Piccolo, R.F., Zapata, C.P., Rich, B.L.: Explaining the justice-performance relationship: trust as exchange deepener or trust as uncertainty reducer? J. Appl. Psychol. **97**(1), 1–15 (2012)
Crawford, E.R., LePine, J.A., Rich, B.L.: Linking job demands and resources to employee engagement and burnout: a theoretical extension and meta-analytic test. J. Appl. Psychol. **95**(5), 834–848 (2010)
de Jong, B., Lee, A., Gill, H., Zheng, X.: Felt trust: Added baggage or added value? A critical review, constructive redirection, and exploratory meta-analysis. J. Organ. Behavior 1–26 (2024)
Dimas, I.D., Torres, P., Rebelo, T., Lourenço, P.R.: Paths to team success: a configurational analysis of team effectiveness. Hum. Perform. **36**(4), 155–179 (2023)
Dirks, K.T., De Jong, B.: Trust within the workplace: a review of two waves of research and a glimpse of the third. Annu. Rev. Organ. Psych. Organ. Behav. **9**, 247–276 (2022)
Gill, H., Cassidy, S.A., Cragg, C., Algate, P., Weijs, C.A., Finegan, J.E.: Beyond reciprocity: the role of empowerment in understanding felt trust. Eur. J. Work Organ. Psy. **28**(6), 845–858 (2019)
Gist, M.E., Mitchell, T.R.: Self-efficacy: a theoretical analysis of its determinants and malleability. Acad. Manag. Rev. **17**(2), 183–211 (1992)
Guarnaccia, C., Scrima, F., Civilleri, A.: The role of occupational self-efficacy in mediating the effect of job insecurity on work engagement. Satisfac. General Health. Curr. Psychol. **37**, 488–497 (2018)
Halbesleben, J.R.B.: A meta-analysis of work engagement: relationships with burnout, demands, resources, and consequences. In: Bakker, A.B. , Leiter, M.P. (eds.) Work Engagement: A Handbook of Essential Theory and Research, pp. 102–117. Psychology Press (2010)
Henrich, J., Heine, S.J., Norenzayan, A.: The weirdest people in the world? Behav. Brain Sci. **33**(2–3), 61–83 (2010)

Karma, L., Dimas, I.D.: Why do I (not) trust my employees? Predicting factors for leaders' trust in employees. Int. Stud. Manag. Organ. 1–19 (2024)
Lau, D.C., Lam, L.W., Wen, S.S.: Examining the effects of feeling trusted by supervisors in the workplace: a self-evaluative perspective. J. Organ. Behav. **35**(1), 112–127 (2014)
Legood, A., van der Werff, L., Lee, A., Den Hartog, D.: A meta-analysis of the role of trust in the leadership- performance relationship. Eur. J. Work Organ. Psy. **30**(1), 1–22 (2021)
Lent, R.W., Brown, S.D.: On conceptualizing and assessing social cognitive constructs in career research: a measurement guide. J. Career Assess. **14**(1), 12–35 (2006)
Li, M., Wang, Z., Gao, J.: Proactive Personality and Job Satisfaction: the mediating effects of self-efficacy and work engagement in teachers. Curr. Psychol. **36**, 48–55 (2017)
Little, T.D., Cunningham, W.A., Shahar, G., Widaman, K.F.: To parcel or not to parcel; exploring the question, weighing the merits. Struct. Equ. Modeling **9**(2), 151–173 (2002)
Little, T.D., Rhemtulla, M., Gibson, K., Schoemann, A.M.: Why the items versus parcels controversy needn't be one. Psychol. Methods **18**(3), 285–300 (2013)
Ferguson, S., Smith, C., Kietzmann, J.: Hands-off? Lessons from high-touch professionals about going virtual. Bus. Horiz. **65**(3), 303–313 (2022)
MacCallum, R.C., Widaman, K.F., Preacher, K.J., Hong, S.: Sample size in factor analysis: the role of model error. Multivar. Behav. Res. **36**(4), 611–637 (2001)
Mayer, R.C., Gavin, M.B.: Trust in management and performance: who mind that shop while the employees watch the boss? Acad. Manag. J. **48**(5), 874–888 (2005)
Mayer, R.C., Davis, J.H., David Schoorman, F.: An integrative model of organizational trust. Acad. Manag. J. **20**(3), 709–734 (1995)
McAllister, D.J.: Affect- and cognition-based trust as foundations for interpersonal cooperation in organizations. Acad. Manag. J. **38**(1), 24–59 (1995)
Ozyilmaz, A., Erdogan, B., Karaeminogullari, A.: Trust in organization as a moderator of the relationship between self-efficacy and workplace outcomes: a social cognitive theory-based examination. J. Occup. Organ. Psychol. **91**, 181–204 (2018)
Podsakoff, P.M., MacKenzie, S.B., Podsakoff, N.P.: Sources of method bias in social science research and recommendations on how to control it. Annu. Rev. Psychol. **63**, 539–569 (2012)
Schaufeli, W.B., Bakker, A.B.: Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. J. Organ. Behav. **25**(3), 293–315 (2004)
Schaufeli, W.B., Shimazu, A., Hakanen, J., Salanova, M., De Witte, H.: An ultra-short measure for work engagement: the UWES-3 validation across five countries. Eur. J. Psychol. Assess. **35**(4), 577–591 (2019)
Skinner, D., Dietz, G., Weibel, A.: The dark side of trust: When trust becomes a 'poisoned chalice.' Organization **21**(2), 206–224 (2014)
Schyns, B., von Collani, G.: A new occupational self-efficacy scale and its relation to personality constructs and organizational variables. Eur. J. Work Organ. Psy. **11**(2), 219–241 (2002)
Sonnenberg, S., Bernstorff, A., Namgay, T.: Finding the right path: towards a Buddhist sense of corporate ethics in Bhutan. Asia Review **11**(3), 125–164 (2021)
Tomlinson, E.C., Schnackenberg, A.K., Dawley, D., Ash, S.R.: Revisiting the trustworthiness–trust relationship: exploring the differential predictors of cognition- and affect-based trust. J. Organ. Behav. **41**(6), 535–550 (2020)
Tóth-Király, I., Gillet, N., Inhaber, J., Houle, S.A., Vandenberghe, C., Morin, A.J.S.: Job engagement trajectories: their associations with leader–member exchange and their implications for employees. J. Occup. Organ. Psychol. **96**(3), 545–574 (2023)
van der Werff, L., Buckley, F.: Getting to know you: a Longitudinal examination of trust cues and trust development during socialisation. J. Manag. **43**(3), 742–770 (2017)
Yang, J., Mossholder, K.W.: Examining the effects of trust in leaders: a bases-and-foci approach. Leadersh. Quart. **21**(1), 50–63 (2010)

Zheng, X., Hall, R.J., Schyns, B.: Investigating follower felt trust from a social cognitive perspective. Eur. J. Work Organ. Psy. **28**(6), 873–885 (2019)