

THE INFLUENCE OF TRUST IN SUPERIORS ON EMPLOYEES' TRUST IN THE COMPANY WITH JOB EMBEDDEDNESS AS A MODERATING VARIABLE

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Abstract

This study is a quantitative study with an explanatory approach, namely an approach that uses previous research as the main reference which is then decorated and varied so that it is different from previous research. The data used in this study is quantitative data that researchers obtained from 350 Samsung Smartphone employees spread throughout Indonesia. The data was analyzed using the smart PLS 4.0 analysis tool. The result in this article show that the hypothesis used in this article, namely the variable Trust in Superiors, does not have a positive relationship direction and a significant influence because the P-Values are not below the significance level of 0.05, namely 0.52. This can be caused because not only Trust in Superiors can affect Employee Trust in the company such as Superior Behavior, Work Environment, and other things that can make Employees trust the company. In addition, the Work Engagement variable also cannot moderate the influence of the Trust in Superiors variable on the Employee Trust in the Company variable because the P-Values value is above the significance level of 0.05, namely 0.051. Thus, the first and second hypotheses in the study cannot be proven and accepted.

Keywords: *Trust In Superiors, Employees' Trust In The Company, Job Embeddedness*

INTRODUCTION

Trust is conceptualized in various ways related to situations involving personal conflict, unclear outcomes and problem solving. Trust is a belief in the integrity, fairness, and reliability of a person or organization (Dizgah 2011). Furthermore, trust is the willingness of one party to accept the actions taken by another party and result in cooperation, especially in large organizations, then according to Robbins (Rakhmawati 2014).

Trust can also be interpreted as the desire to join another party and the hope that the other party will reciprocate if the party cooperates. Trust can be defined as the willingness of one party to be open to the second party based on the belief that the second party meets the following characteristics (Nyhan) (Iswandi 2018): 1. Competent

2. Open 3. Caring 4. Reliable. Meanwhile, according to Matthai (in Lubis's 2018 research), Trust is a feeling of self-confidence possessed by employees that when facing uncertain or risky situations, the leader's behavior and words show consistency and are very helpful. For Griffin, trust is a belief in a person's behavior in order to achieve desired but uncertain goals in situations that have risks.

Butler identified conditions that support trust into 11 things, namely: the existence of differences, availability, competence, fairness, integrity, loyalty, openness, complete trust, fulfillment of promises and willingness to accept (Laschinger 2001). From an organizational perspective, trust is critical in effective communication, and successful teamwork between fellow employees. As important as trust between employees and managers, and can minimize risk, operational costs, and increase employee commitment and productivity (Pucetaite 2010). (Robbins 2008)"have the idea that in working, superiors must be able to be honest". This requires employee trust that their superiors are worthy of being leaders and worthy of employee trust. Organizational trust influences employees, increases their participation in decision making, and can create an active work atmosphere (Putnam, 1995) in Dizgah et al (2011)

If we refer to the opinion of (Afandi 2018) , then we can say that, belief in the beneficial behavior of other parties (employees) develops from experience and belief that the trusted party (company) has followed and complied with the same norms, values, and moral principles that have been agreed upon. Likewise, if we refer to the opinion of Paille, (Supriyanto 2019)who also concluded that trust is a concept of organizational trust based on affective, cognitive, and conative components which include: 1. The policy of the other party during the exchange relationship, which is inspired by moral values such as honesty and integrity. 2. Belief that the other party can be relied on, based on competence, previous experience, and information held. Anticipation of reactions or behaviors of individuals in different situations, such as the possibility of a future that is believed to be possible.

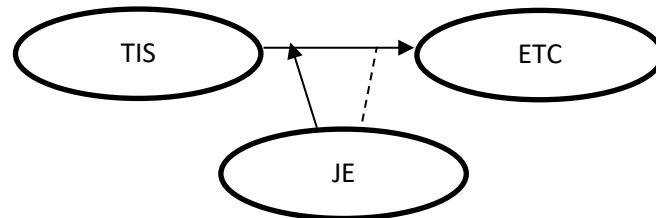
Trust is defined as the willingness of one party to be open to the second party based on the belief that the second party meets the following characteristics (Nyhan)(Suwatno 2011): 1. Competent competent is adequate ability to perform a task or as having the required skills and abilities. 2. Can be trusted to provide a definition or understanding, trust is a person's hope, assumptions or beliefs about the possibility of someone's actions being beneficial or at least not reducing other benefits. 3. Open Able to accept and absorb values from outside or from within the organization without coercion. 4. Can be relied on Someone who can be relied on means being able, will and will definitely complete the tasks they receive (Khairul 2021).

In line with the explanation above, the Trust that the researcher means is Employee Trust in Superiors which can increase the Self-Confidence of the employees themselves. This study is in line with previous research, namely (Manihuruk and Soehari

2020). Unlike the research above, this study adds Job Attachment as a moderating variable.

METHODS

Figure 1
Model Research



Hypothesis:

TIS : Trust In Superiors

ETC: Employees' Trust In The Company

JE: Job Embeddedness

From the first image of the research model above, it can be carefully simulated if the main objective of this study is to analyze the effect of Trust in Superiors on Employee Trust in the Company. This study is in line with research (Manihuruk and Soehari 2020). Unlike research (Manihuruk and Soehari 2020), this study adds the variable of Work Engagement as a moderating variable (Hasmalawati 2017). This study is a quantitative study with an explanatory approach, namely an approach that uses previous research as the main reference which is then decorated and varied so that it is different from previous research (Ngongoloy, Rorong, and Tampongangoy 2018). The data used in this study is quantitative data that researchers obtained from 350 Samsung Smartphone employees spread throughout Indonesia (Manihuruk and Soehari 2020). The data was analyzed using the smart PLS 4.0 analysis tool so that the following hypothesis was published.

Hypothesis:

H1: The Influence of Trust In Superiors on Employees' Trust In The Company

H2: Job Embeddedness Can Moderates The Influence of Trust In Superiors on Employees' Trust In The Company

RESULT AND DISCUSSION

Background Analysis

Trust is conceptualized in various ways related to situations involving personal conflict, unclear outcomes and problem solving. Trust is a belief in the integrity, fairness, and reliability of a person or organization (Dizgah 2011). Furthermore, trust is the willingness of one party to accept the actions taken by another party and result in cooperation, especially in large organizations, then according to Robbins (Rakhmawati 2014).

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Validity Test

Validity Test is the earliest stage and must be passed to reach the last stage, namely the Path Coefficient. The validity test stage ensures that the data obtained from 350 Samsung Smartphone employees spread throughout Indonesia is valid. The following are the results of the validity test in this article(Hair 2010):

Table 1
Validity Test

| Variable | Question Item | Loading Factor |
|-------------------------------------|--|----------------|
| Trust In Superiors (X1) | Trust in superiors can increase employee trust in the organization | 0.846 |
| | Trust in superiors can be influenced by work engagement | 0.839 |
| | Trust in superiors can increase employee loyalty | 0.852 |
| | Trust in superiors can increase company performance | 0.861 |
| Employees' Trust In The Company (Z) | Trust in the organization can be increased by trust in superiors | 0.887 |
| | Trust in the organization can be influenced by work engagement | 0.872 |
| | Trust in the company can increase employee performance | 0.899 |
| | Trust in the company can increase company performance | 0.891 |
| Job Embeddedness (Z) | Work engagement can affect employee trust in superiors | 0.921 |
| | Work engagement can affect employee trust in the company | 0.935 |

Valid > 0.70

Reliability Test

350 data obtained from Samsung Smartphone employees spread throughout Indonesia have been collected, neatly arranged, and tested for validity with the results of each data obtained from 10 questionnaires distributed declared valid. The next stage is the reliability test, here are the results of the reliability test in this article (Sarstedt et al. 2014):

Table 2
Reliability Test

| Variable | Composite Reliability | Cronbach Alfa | Noted |
|---------------------------------|-----------------------|---------------|----------|
| Trust In Superiors | 0.882 | 0.841 | Reliable |
| Employees' Trust In The Company | 0.792 | 0.9751 | Reliable |
| Job Embeddedness | 0.887 | 0.840 | Reliable |

Reliable > 0.70

Path Coefisien

The hypothesis that the researcher proposes in this article, namely the variable Trust in Superiors can have a positive relationship direction and a significant influence on Trust in the Company must be proven in the final round of this Path Coefficient. The following are the results of the Path Coefficient in this article (Hair 2010):

Table 3
Path Coefisien

| | Variable | P-Values | Noted |
|--------------------|-------------|----------|----------|
| Direct Influence | TIS->ETC | 0.052 | Accepted |
| Indirect Influence | JE*TIS->ETC | 0.051 | Accepted |

Significant Level < 0.05

The results of the third table of Path Efficiency above show that the hypothesis used in this article, namely the variable Trust in Superiors, does not have a positive relationship direction and a significant influence because the P-Values are not below the significance level of 0.05, namely 0.52. This can be caused because not only Trust in Superiors can affect Employee Trust in the company such as Superior Behavior, Work Environment, and other things that can make Employees trust the company. This means that in the first hypothesis, the results obtained in this article are not in line with the research (Manihuruk and Soehari 2020). In addition, the Work Engagement variable also cannot moderate the influence of the Trust in Superiors variable on the Employee Trust in the Company variable because the P-Values value is above the significance level of 0.05, namely 0.051. Thus, the first and second hypotheses in the study cannot be proven and accepted.

CONCLUSION

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