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## TOWARDS AN UNDERSTANDING OF THE RELATIONSHIP BETWEEN SUPERVISORS' FELT TRUST AND TEAM-EFFECTIVENESS EVALUATION<sup>2</sup>

This study explores the relation between the supervisors' felt trust, a perception that subordinates are willing to accept vulnerability to their supervisor's actions, and evaluation of the team effectiveness. The results of structural-equation modelling performed on a multiple-source sample of 659 employees, nested within 196 teams, along with 196 team leaders, suggested that the supervisors' felt trust directly raised the evaluation given to the team effectiveness. In other words, when a supervisor feels more trusted, he or she appraises team effectiveness more positively. Moreover, we consider the potential underlying mechanism linking the latter. The results reveal that, when the supervisor feels trusted by his or her subordinate team members, they share the perception of fair treatment by the supervisor, which enhances their work engagement and further alters the team effectiveness. Namely, due to the perceptions of supervisory justice climate and the team work engagement, the supervisors' felt trust raises the team-effectiveness evaluation. To put it differently, the supervisors' felt trust alters the team-effectiveness evaluation both directly and indirectly, via the teams' supervisory justice climate and work engagement. Trustees may not sometimes feel the trust of trustors: leaders may not recognize subordinates' trust, as it may be internal and non-verbal. These results show that the recognition has beneficial effects, primarily on the team-effectiveness evaluation, and also on the supervisory justice climate and the team work engagement.

**Keywords:** supervisors' felt trust, supervisory justice climate, team work engagement, team effectiveness

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Trust is an essential part of an effective work relationship. It is difficult to imagine long-lasting cooperative work relationships existing without mutual trust. There is an agreement that trusting – being willing to be vulnerable to the actions of other stakeholders in the belief that their intentions or behaviour in relevant matters will be positive (Rousseau, Sitkin, Burt, & Camerer, 1998) – is a beneficial component of work relationships (Dirks & Ferrin, 2001). Meta-analyses have reinforced the agreement, showing that employees who trust their supervisors tend to have higher job satisfaction and organizational commitment, greater job performance and more frequent citizenship behaviour (Colquitt, Scott, & LePine, 2007; Dirks & Ferrin, 2002).

The same agreement extends to a newer streamline of research, addressing the feeling of being trusted, the perception that another person is willing to accept vulnerability to one's actions. Trusting and feeling trusted are the two unique sides of the same coin of a trusting relationship (Lau, Lam, & Wen, 2014). Placing trust in employees signals to them that they are valued members of the organization (Pfeffer, 1998), which is a key to the employee work engagement and empowerment (Mishra & Mishra, 2013). At least three empirical studies have supported these arguments, by linking subordinates' perceptions of their leaders' trust in them to enhanced performance (Lau et al., 2014; Lester & Brower, 2003; Salamon & Robinson, 2008). Namely, subordinates' feelings obviously count when it comes to their performance.

However, do the supervisors' feelings count as well when it comes to the former? To date, scholars have focused mostly on the subordinates' felt trust, thereby neglecting the role of the supervisors' felt trust in relation to job performance. The aim of this study is to address the aforementioned by exploring the relation between the supervisors' felt trust and the team-effectiveness evaluation, as well as the possible underlying mechanisms. By doing so, this study aims to make three contributions to the existing literature. First, this study contributes to the understanding of team effectiveness by examining the role of the supervisors' felt trust, an as-yet under-explored predictor of team effectiveness. Second, it explores the underlying mechanisms linking the supervisors' felt trust and the team effectiveness, supervisory justice climate and team work engagement, concepts that scholars have not yet studied as mediators of the relationship between the supervisors' felt trust and the team effectiveness. Third, this study contributes to the understanding of the literature of both justice climate and the team work engagement by highlighting the role of the additional construct of the supervisors' felt trust in explaining supervisory justice climate and the team work engagement.

In the paragraphs to follow, we present the relations between the constructs considered in this study, as well as the theoretical arguments guiding its hypotheses.

## **Development of theory and hypotheses**

There is a recent streamline of research exploring the effects of feeling trusted. To date, scholars have highlighted the role of felt trust in responsibility norms, organi-

zational performance and pro-social behaviour (Deutsch-Salamon, 2003), emotional exhaustion (Baer et al., 2015) and team effectiveness (Lau et al., 2014; Lester & Brower, 2003; Salamon & Robinson, 2008). Lau and associates (Lau et al., 2014) found that employees' organization-based self-esteem mediated the effect of felt trust on the employees' work performance. Lester and Brower (2003) revealed that subordinates' perceptions of their leaders' trust in them influence their performance, organizational citizenship behaviour, and job satisfaction. Moreover, the same authors found that felt trust was a more significant predictor of these outcomes than the subordinates' perceptions of their leaders' trustworthiness. Salamon and Robinson (2008) developed and tested a model which showed that the employees' perceptions, which they are trusted by management, increase the presence of responsibility norms, as well as the sales performance and customer-service performance of the organization. Additionally, the same authors found that responsibility norms fully mediated the relationship between perceptions of being trusted and sales performance.

All the above-mentioned studies examined the subordinates' reactions of felt trust. Since leaders have the ability to bring changes to the entire team (Lau & Lam, 2008), it seems worthwhile to investigate the effects of the supervisors' felt trust as well. As noted by Lau and Lam (2008), in the relatively few research studies about 'felt trust', trustees' performance and citizenship behaviour were significantly better when the trustees perceived that they were trustworthy in the eyes of the trustors (Lester & Brower, 2003). Lau and Lam (2008) examined the role of the leaders' felt trust in the team organizational citizenship behaviour, and found that teams were engaged in more citizenship behaviour, when leaders felt more trusted. To our knowledge, this is the only study addressing this issue to date. Since Lau and Lam (2008) have confirmed that the citizenship behaviour of the team members depends directly on their supervisors' felt trust, and since some authors (e.g. Ehrhart & Naumann, 2004) have discussed citizenship behaviour as a construct of the team performance, it seems logical to assume that the effectiveness of the team members might also depend directly on their supervisors' felt trust. Additionally, supervisors' ratings of felt trust and the team effectiveness might also be related through the need for self-consistency (Korman, 1976; Lecky, 1945). In this regard, the supervisor's felt trust most likely reinforces his or her self-schema as 'being a trust-worthy supervisor'. Once they are formed, self-schemas direct person's behaviour in a way that would elicit feedback consistent with constructed self-schema. In this sense, the supervisor's raised evaluations of the team effectiveness might reflect a supervisor's need for consistency of self-schema, leading the supervisor either to actively seek information in line with his or her self-schema, or neglect information that would contradict his or her self-view, while evaluating the team effectiveness. On the basis of all the above, we propose that:

H1: Supervisors' felt trust directly raises the team-effectiveness evaluation.

Additionally, it seems valuable to investigate the underlying mechanisms in the relation between the supervisors' felt trust and the team-effectiveness evaluation. Seppälä, Lipponen, Pirttilä-Backman, and Lipsanen (2012) suggested that leaders' willingness to increase the trust placed in them motivated their fairness enactment. Moreover, they made a call for the research to provide evidence about

whether leaders' feelings that they are trusted by their subordinates motivate the leaders' fairness. As evidenced by a cumulative amount of research, when immersed in high-quality social exchange relationships, which felt trust might be a signal of, individuals (e.g. the supervisor) become motivated to engage in behaviour that is beneficial to the party with whom they are interacting (e.g. the subordinates, or the team) (Ehrhart, Bliese, & Thomas, 2006; Gong, Chang, & Cheung, 2010). Following the same logic, when supervisors feel trusted by their subordinates, they might be motivated to treat them fairly. When supervisors treat the team members fairly, the fair treatment emerges as a supervisory justice climate, a shared reality among the team members about their leaders' fairness (Mossholder, Bennett, Kemery, & Wesolowski, 1998; Naumann & Bennett, 2000). Therefore, we hypothesize that:

H2: Supervisors' felt trust directly enhances supervisory justice climate.

Justice climate has proved to be an important predictor of the team work engagement (Abbasi & Alvi, 2012), defined as a positive affective-motivational and work-related state shared by the team members, characterized by vigour, dedication and absorption (Salanova, Llorens, Cifre, Martinez, & Schaufeli, 2003). The team work engagement positively affects perceptions of self-efficacy, the team's efficacy in performing tasks, and team performance in general (Bakker, van Emmerik, & Euwema, 2006; Salanova et al., 2003; Torrente, Salanova, Llorens, & Schaufeli, 2012a, 2012b). In line with this evidence, it appears logical to assume that:

H3: Supervisory justice climate enhances the team work engagement, which further alters the team effectiveness.

H4: Supervisors' felt trust affects the team effectiveness indirectly as well, through supervisory justice climate and the team work engagement (see Figure 1 for all hypotheses).

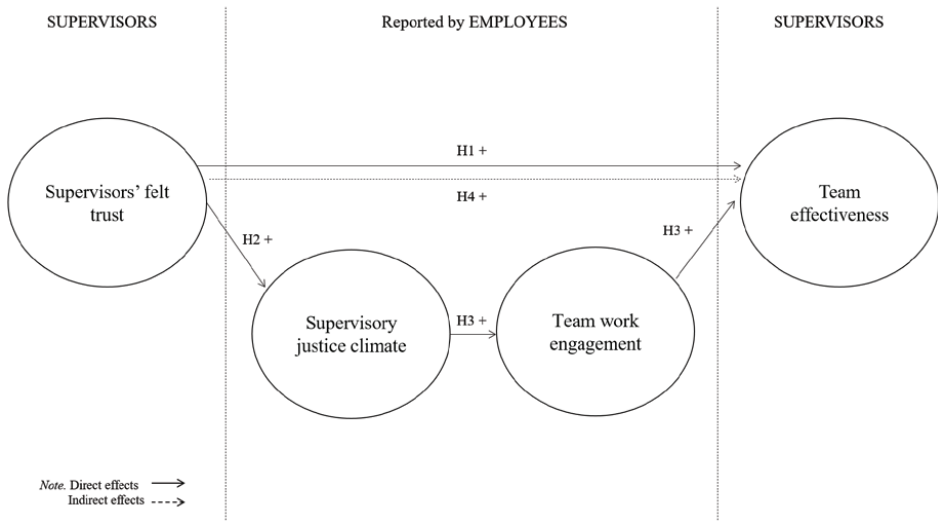


Figure 1. The proposed model of the relationship between supervisors' felt trust and team effectiveness evaluation.

## Method

### Sample and procedure

In the study, we used a multi-source sample consisting of 659 employees nested within 196 work teams, along with 196 team supervisors, from 69 organizations from the public and private sectors in Croatia. Almost 60% of the teams had a majority of female members, about 65% of the teams had most of their members under 41 years old, more than 50% had most of their members with an organizational tenure of over six years, and more than 40% of the teams had a majority of members with a team tenure of over six years as well. A little over 50% of the teams comprised members who had a university degree on average. Finally, the team size ranged from three to five team members. Regarding the supervisors, 51% of them were male, 70% of them were over 41, and almost 60% of them had an organizational tenure of over ten years. Additionally, 25% of them had a supervising tenure (of the current team) up to two years, 26% from two to five years, 14% from six to ten years, and 35% of over ten years of supervising tenure. Finally, slightly over 70% of the supervisors held a university degree.

After reaching an agreement about the organization's participation in the study, the researchers surveyed one team at a time, *in situ*, and during working hours. We included neither temporary project teams or committees, nor recently-formed teams (all teams had a minimum team tenure of at least six months) or teams with more than one supervisor. The team supervisors were not present, while the team members were surveyed. The researchers gave the same instructions to all participants, and guaranteed confidential and voluntary participation. After each team member completed his or her survey, a researcher put it in an envelope in front of him or her. After surveying the team members, a researcher contacted the team supervisor and asked him or her to complete a short survey as well.

### Measures

**Measures from employees.** We presented all the measures from employees at a unit level of analysis, by aggregating the individual estimations of each team member to the unit level, as mean value estimation for each team. All the items were measured by using a 5-point Likert-type scale and a referent-shift approach (see Chan, 1998). Additionally, we confirmed the factorial structure of each construct by using confirmatory factor analysis (CFA). Namely, we ensured that we met the conventional aggregation prerequisites:  $r_{wg} \geq .70$  (multi-item interrater agreement; James, Demaree, & Wolf, 1984),  $ICC_{(1)} < .12$ , and  $ICC_{(2)} > .70$  (intraclass correlation coefficients; Bliese, 2000). Besides the aggregation prerequisites, we ensured that we met conventional cut-off criteria for the fit indices: CFI, NFI and TLI  $\geq .95$  (comparative fit index (CFI), normed fit index (NFI), Tucker-Lewis index (TLI); Hu & Bentler, 1999), PGFI within the .50 region (parsimony goodness-of-fit index; Mulaik et al., 1989), and RMSEA close to .06 (root-mean-square error

of approximation; Hu & Bentler, 1999). Although the chi-square is the standard statistic to assess the overall fit of the model to the data, it is practically impossible not to reject the null hypothesis when large samples are used (Jöreskog & Sörbom, 1993). To address this limitation, along with the above-mentioned additional fit indices employed, we proposed calculation of the normed chi-square statistic (NC), with desirable values  $< 3$  (Kline, 1998).

**Supervisory Justice Scale (SJC: Jakopec & Sušanjan, 2014).** Seventeen items, adjusted (in terms of applying the referent-shift approach) from SJC, assessed supervisory (distributive, procedural, and interactional) justice climate (e.g. "Our supervisor rewards my team fairly for a job well done.", "Our supervisor provides my team with clear feedback about our performance.", "Our supervisor respects my team."). All the items saturated on one latent factor of overall supervisory justice climate ( $r_{\text{wgi}} = .87$ ;  $ICC_{(1)} = .24$ ;  $ICC_{(2)} = .95$ ;  $\chi^2 [df = 62; N = 196] = 113.2, p < .001$ ;  $NC = 1.8$ ;  $CFI = .99$ ;  $TLI = .97$ ;  $NFI = .97$ ;  $PGFI = .38$ ;  $RMSEA = .06$ ).

**Team Work Engagement Scale (TWES: Torrente et al., 2012b).** Nine items validated for aggregated data at the team level assessed three aspects of team work engagement: Vigour (e.g. While working, my team feels full of energy), Dedication (e.g. "My team is enthusiastic about the task.") and Absorption (e.g. "While working, we forget everything else around us."). Again, all the items saturated on one latent factor of work engagement ( $r_{\text{wgi}} = .89$ ;  $ICC_{(1)} = .18$ ;  $ICC_{(2)} = .89$ ;  $\chi^2 [df = 20; N = 196] = 26.0, p > .05$ ;  $NC = 1.3$ ;  $CFI = .99$ ;  $TLI = .99$ ;  $NFI = .98$ ;  $PGFI = .43$ ;  $RMSEA = .04$ ).

**Measures from supervisors.** The supervisors also answered all the items by using a 5-point Likert-type scale, ranging from 1 (*totally disagree*) to 5 (*totally agree*). Again, employing the above cut-off criteria, we confirmed the factorial structure of each construct by using Confirmatory Factor Analysis (CFA).

**Organizational Trust Inventory (OTI: Nyhan & Marlowe, 1997).** Eight items, adjusted from OTI captured supervisors' felt trust. All the items saturated on one latent factor ( $\chi^2 [df = 19; N = 196] = 37.2, p < .05$ ;  $NC = 1.9$ ;  $CFI = .97$ ;  $TLI = .95$ ;  $NFI = .94$ ;  $PGFI = .51$ ;  $RMSEA = .07$ ). Example items: "The team members that I supervise believe that I am technically competent at the critical elements of my job.", "The team members that I supervise believe that they can rely on the information I provide them with."

**Perceived Group Performance Scale (PGPS: Jung & Sosik, 2002).** Team effectiveness was assessed by five items of PGPS, saturated on one latent factor ( $\chi^2 [df = 4; N = 196] = 9.93, p = .04$ ;  $NC = 2.5$ ;  $CFI = .99$ ;  $TLI = .97$ ;  $NFI = .98$ ;  $PGFI = .26$ ;  $RMSEA = .08$ ). Example items: "The team that I supervise accomplishes its goals successfully.", "The team that I supervise is effective in getting things done."

Additionally, we tested the whole measurement model (including all four concepts), in order to strengthen the conclusion about the discriminant validity of the measures. The tested four-factor model consisted of four interrelated latent factors ( $\chi^2 [df = 628; N = 196] = 985.9, p < .001$ ;  $NC = 1.6$ ;  $CFI = .94$ ;  $TLI = .93$ ;  $NFI = .85$ ;  $PGFI = .64$ ;  $RMSEA = .05$ ), with the intercorrelations between latent factors

ranging from .22 to .67, and thereby confirmed the discriminant validity of the measures used.

## Results

### Descriptive statistics and correlations

Table 1 shows descriptive statistics, Cronbach alpha coefficients and the intercorrelations of all the study variables.

Table 1

*Descriptive statistics, Cronbach alpha coefficients and the intercorrelations of all variables*

	Descriptive statistics			Correlations		
	<i>M</i>	<i>SD</i>	$\alpha$	2	3	4
1. Supervisors' felt trust	4.23	0.49	.86	.21**	.32**	.53**
2. Supervisory justice climate	3.69	0.63	.97	-	.62**	.23**
3. Team work engagement	3.78	0.48	.90		-	.35**
4. Team effectiveness empowerment	4.24	0.58	.87			-

\*\*  $p < .01$ .

As expected, when supervisors feel trusted by the team they supervise, they evaluate the team as being more effective. Moreover, when supervisors feel trusted by the team members, the team members share the perception that their supervisor treats them fairly, and they are more engaged in the work they do. Finally, the supervisory justice climate positively relates to the team work engagement, as well as to the team effectiveness.

### Model testing

To compute SEM, we used the aggregated database that included the supervisory justice climate and the team work engagement, as well as the supervisor's felt trust and the team-effectiveness rating. We used IBM SPSS Amos Version 22 to perform structural-equation modelling (SEM) by using the maximum-likelihood estimation method. The results of the SEM analysis, employing the above cut-off criteria, indicated that the proposed model fitted the data well, with all fit indices satisfying their corresponding criteria ( $\chi^2 [df = 662; N = 196] = 1182.8, p < .001$ ; NC = 1.5; RMSEA = .05; CFI = .96; TLI = .96; NFI = .93; PGFI = .53). Figure 2 depicts the tested model.

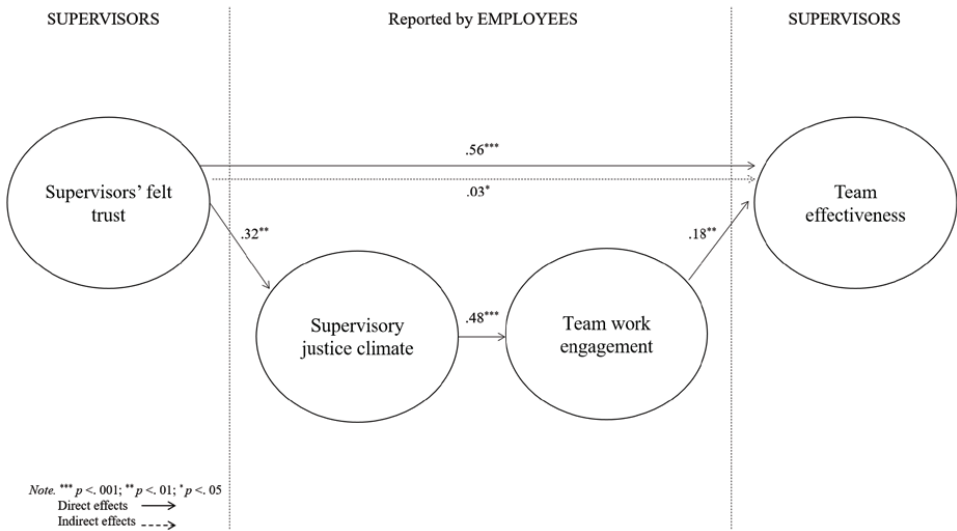


Figure 2. The tested model of the relationship between supervisors' felt trust and team effectiveness evaluation.

In line with the proposed hypotheses, the supervisors' felt trust has a positive and significant direct effect on team effectiveness. Supervisors' felt trust positively contributes to the supervisory justice climate, which further positively affects the team work engagement. Finally, the team work engagement positively and significantly relates to the team effectiveness. Drawing on social-exchange theory, we have proposed that the supervisors' felt trust affects the team-effectiveness evaluation indirectly as well, through the supervisory justice climate and the team work engagement. To assess the significance of any mediation effect, we have obtained a Monte-Carlo (bootstrapping) approximation by constructing a bias-corrected percentile method (1000 samples; confidence interval of 90). Our results suggest that the supervisors' felt trust positively affects the team work engagement through its relation to the supervisory justice climate ( $\beta = .15, p < .001$ ), while the supervisory justice climate alters the team effectiveness via team work engagement ( $\beta = .09, p < .01$ ). Finally, the supervisory justice climate and the team work engagement mediate the effect of the supervisors' felt trust on the team effectiveness. It seems worthwhile to note that the supervisors' felt trust explains 10% of the variance in the supervisory justice climate ( $R^2 = .10$ ), which further explains 23% of the variance in the team work engagement ( $R^2 = .23$ ), and in turn accounts for 38% of the variance in the team-effectiveness evaluation ( $R^2 = .38$ ).



## Discussion

Building on prior research of the relationship between the felt trust and the employee performance, this study aimed to explore the relation between the supervisors' felt trust and the team-effectiveness evaluation, along with the possible underlying mechanisms. The results extend the findings of Lau and Lam (2008) by showing that the supervisors' felt trust directly enhances not only the team citizenship behaviour, but also the team effectiveness in performing in-role behaviours as well. In other words, when a supervisor feels more trusted, he or she evaluates the team's effectiveness more positively. Further, our results have revealed that, when the supervisor feels more trusted, the team members share the perception of being treated fairly by him or her, which is in line with the suggestion of Seppälä and associates (Seppälä et al., 2012) that the leader's feeling that he or she is trusted by subordinates motivates the leader's fairness enactment. The team members' shared perceptions about supervisory justice further enhance the team's work engagement, which finally results in enhanced team effectiveness. Namely, we found that, when a supervisor feels trusted by his or her subordinate team, the team members share the perception of supervisory justice, which enhances their work engagement. Due to these perceptions of supervisory justice climate and the team work engagement, the team's effectiveness is enhanced as well.

Based on the multiple sources of data in a realistic setting, we collected data to demonstrate the effects of the supervisors' felt trust on the team-effectiveness evaluation. However, we used cross-sectional data, which prevented us from inferring causality. We could not rule out the possibility that the leaders felt more trusted by their staff when they observed that their subordinates performed efficiently.

Nevertheless, the results of this study have shown that the supervisors' feelings about being trusted by subordinates, often neglected in research, are important in predicting the team effectiveness, along with the supervisory justice climate and the team work engagement. Thereby, this study contributes to further understanding of these three constructs. Besides the well-acknowledged role of the subordinates' felt trust in the team effectiveness (Lau et al., 2014; Lester & Brower, 2003; Salamon & Robinson, 2008), our results show that the supervisors' felt trust counts as well. If supervisors feel trusted, they realize that their followers are assured of their capabilities, benevolence, and integrity (Mayer, Davis, & Schoorman, 1995). This information serves as a positive feedback to the leaders, and their self-efficacy is likely strengthened (Paglis & Green, 2002). Trustees may not sometimes feel the trust of trustors, since trusting and being trusted are perceptions and attitudes of two different stakeholders. Sometimes, the subordinates' trust may be internal and non-verbal: leaders may not recognize it (Lau & Lam, 2008). The results of this study suggest that the recognition is important, having the beneficial effects primarily on the team-effectiveness evaluation, and also on supervisory justice climate and the team work engagement.

Generally, the results of this research once more confirm the notion that trust is a basis of an effective leadership: to become a trustworthy leader, he or she should demonstrate his or her reliability, openness, competence and compassion (Mishra & Mishra, 2013). Four attributes of the trustee - ability, benevolence, integrity, and predictability - appear to be the most important for the trustors (Dietz & Den Hartog, 2006). The consequence of these attributes of the manager is the trust placed by his or her team members in him or her, followed by the feeling of confidence that the manager enjoys among his subordinates. The most important implications of this research refer to the benefits of intra-organizational trust and, in particular, the relevance of the mutual trust between the leader and his or her subordinates for organizational effectiveness in general. The results highlight the role of trust in human-resource management. The development of effective organizations demands the creation of organizations in which an atmosphere of trust prevails. This atmosphere is seen not only in the subordinates' trust of their supervisors, but also in the supervisors' feelings of being trusted by their subordinates. Every supervisor, within his or her jurisdiction, should strive to create and carry out fair, equitable, consistent and transparent systems and procedures of human-resource management to enhance the supervisory justice climate and the team work engagement. Moreover, for the leader that feels trusted by his or her team members, it is much easier to act following the rules of distributive, procedural and interactional justice. In fact, justice, followed by the team's engagement, are apparently at least partial confirmation of the trust placed in the supervisor. A supervisor's recognition of the gifted trust - his or her feeling of being trusted - is therefore a critical component in developing an efficient, high-trust organization. To conclude, the supervisors' feelings count as well.

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## RAZUMIJEVANJE ODNOSA IZMEĐU RUKOVODITELJEVOG PREPOZNAVANJA POVJERENJA I PROCJENE USPJEŠNOSTI TIMA

Ovim se radom ispituje odnos između rukovoditeljevog prepoznavanja povjerenja – percepcije da su podređeni spremni prihvatiti ranjivost uslijed aktivnosti svog neposredno nadređenog – i procjene uspješnosti tima. Podaci su prikupljeni iz više izvora. Preciznije, članovi 196 radnih timova (ukupno 659 zaposlenika) procjenjivali su zajednički doživljaj članova tima o pravednosti njihova neposredno nadređenog te radnoj angažiranosti tima. Rukovoditelji timova (ukupno 196 rukovoditelja) procjenjivali su koliko tim kojim rukovode ima povjerenja u njih, te radnu uspješnost tima. Rezultati strukturalnog modeliranja pokazuju da rukovoditeljevo prepoznavanje povjerenja, odnosno doživljaj rukovoditelja da mu tim kojim rukovodi vjeruje, neposredno povećava procjenu rukovoditelja o uspješnosti njegova tima. Drugim riječima, kada rukovoditelj osjeća da mu njegov tim vjeruje, sklon je pozitivnije procjenjivati uspješnost tima. Dodatno, u radu se provjerava i mehanizam u podlozi navedenog međudnosa, odnosno razlozi zbog kojih rukovoditeljevo prepoznavanje povjerenja dovodi do pozitivnije procjene uspješnosti tima. Rezultati pokazuju da je rukovoditelj skloniji tim tretirati pravedno kada osjeća da mu članovi tima kojim rukovodi vjeruju. Preciznije, kada rukovoditelj osjeća da mu članovi tima kojim rukovodi vjeruju, radni tim ga je sklon procjenjivati pravednijim, što se očituje u povećanoj klimi pravednosti rukovoditelja – zajedničkom doživljaju članova tima o pravednosti njihova neposredno nadređenog. Povećana klima pravednosti rukovoditelja pozitivno djeluje na radnu angažiranost tima – zajedničko, pozitivno i ispunjavajuće stanje tima koje obilježava energija, posvećenost i udubljenost tima u obavljanje posla, a koje nastaje kao rezultat interakcije i zajedničkih iskustava članova radnog tima. Tako povećana radna angažiranost tima u konačnici pozitivno djeluje i na uspješnost tima. Drugim riječima, rukovoditeljevo prepoznavanje povjerenja pozitivno djeluje na procjenu uspješnosti tima jednim dijelom i zbog povećane klime pravednosti rukovoditelja i radne angažiranosti tima. Dakle, rukovoditeljevo prepoznavanje povjerenja povećava procjenu uspješnosti tima neposredno, ali i posredno, putem klime pravednosti rukovoditelja i radne angažiranosti tima. Osobe katkada ne moraju osjetiti povjerenje onih koji im vjeruju: rukovoditelji ne

moraju nužno prepoznati da im podređeni vjeruju, jer povjerenje podređenih u rukovoditelje može biti internalizirano i neverbalno. Rezultati ovog istraživanja pokazuju da rukovoditeljevo prepoznavanje poklonjenog mu povjerenja od strane njegovih podređenih ima poželjne učinke, prvenstveno na procjenu uspješnosti tima kojim rukovodi, ali i na zajednički doživljaj članova tima o pravednosti rukovoditelja te radnu angažiranost tima.

**Ključne riječi:** rukovoditeljevo prepoznavanje povjerenja, klima pravednosti rukovoditelja, radna angažiranost tima, uspješnost tima