

Increasing the work engagement of agrarian enterprise employees through the support of the direct manager, organisational trust and job autonomy

NADEŽDA JANKELOVÁ, ZUZANA JONIAKOVÁ*

Department of Management, Faculty of Business Management, University of Economics in Bratislava, Bratislava, Slovakia

**Corresponding author: zuzana.joniakova@euba.sk*

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The authors are fully responsible for both the content and the formal aspects of the electronic supplementary material. No editorial adjustments were made.

Electronic supplementary material

Supplementary Tables S1–S2
Supplementary Figures S1–S5

Table S1. Predictive capability, predictive relevance, SRMR of the model

Variable	R^2	$Q^2 (= 1 - SSE/SSO)$
<i>WE</i>	0.891	0.814
<i>JA</i>	0.787	0.665
<i>OT</i>	0.721	0.561

SRMR = 0.092

d_ULS = 0.772

d_G = 0.827

Chi-square = 2 444.102

NFI = 0.776

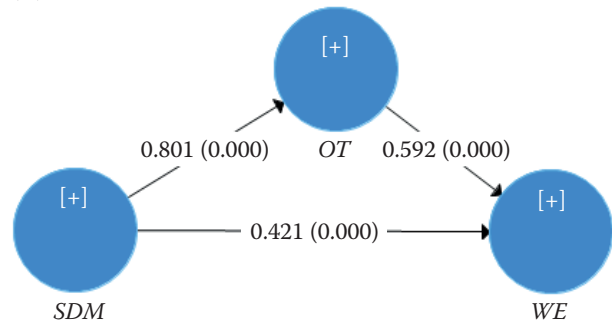
WE – work engagement; *JA* – job autonomy; *OT* – organizational trust; Q^2 – construct crossvalidated redundancy; SSE – sum of the squared errors; SSO – sum of the squared observations; SRMR – standardized root mean squared residual; d_ULS – squared Euclidean distance; d_G – geodesic distance; NFI – normed fit index; $P < 0,05$

Table S2. PLS-SEM/multigroup analysis for enterprises by position and legal form

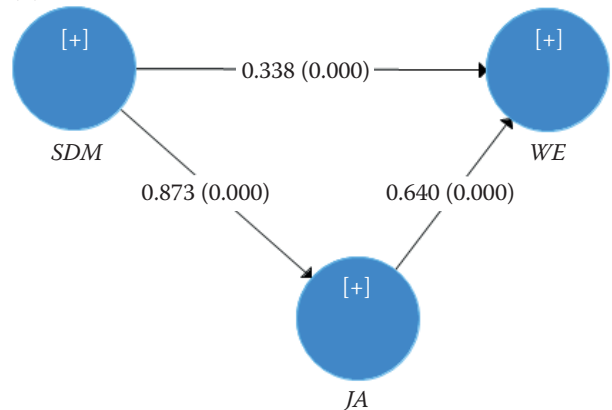
Paths	Total effects-diff	<i>P</i> -value
Managerial–non-managerial position		
<i>SDM</i> → <i>WE</i>	0.210*	0.001
<i>SDM</i> → <i>OT</i>	0.095	0.056
<i>OT</i> → <i>WE</i>	0.952	0.085
<i>SDM</i> → <i>JA</i>	0.129*	0.025
<i>JA</i> → <i>WE</i>	0.886*	0.031
Business company–agricultural cooperative		
<i>SDM</i> → <i>WE</i>	0.201	0.095
<i>SDM</i> → <i>OT</i>	0.081	0.066
<i>OT</i> → <i>WE</i>	0.826*	0.041
<i>SDM</i> → <i>JA</i>	0.089*	0.038
<i>JA</i> → <i>WE</i>	0.425*	0.030

*Significant value of the coefficient; PLS-SEM – partial least squares structural equation modeling; *SDM* – support of direct lead/manager; *WE* – work engagement; *OT* – organizational trust; *JA* – job autonomy

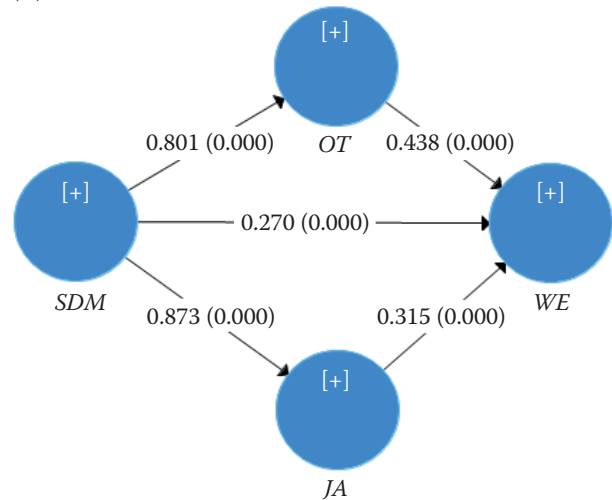
(A)



(B)



(C)

Figure S1. Empirical model of the study: (A) mediation via *OT*, (B) mediation through *JA*, and (C) mediation through *JA* and *OT* at the same time

WE – work engagement; *OT* – organizational trust; *JA* – job autonomy; *SDM* – support of the direct manager

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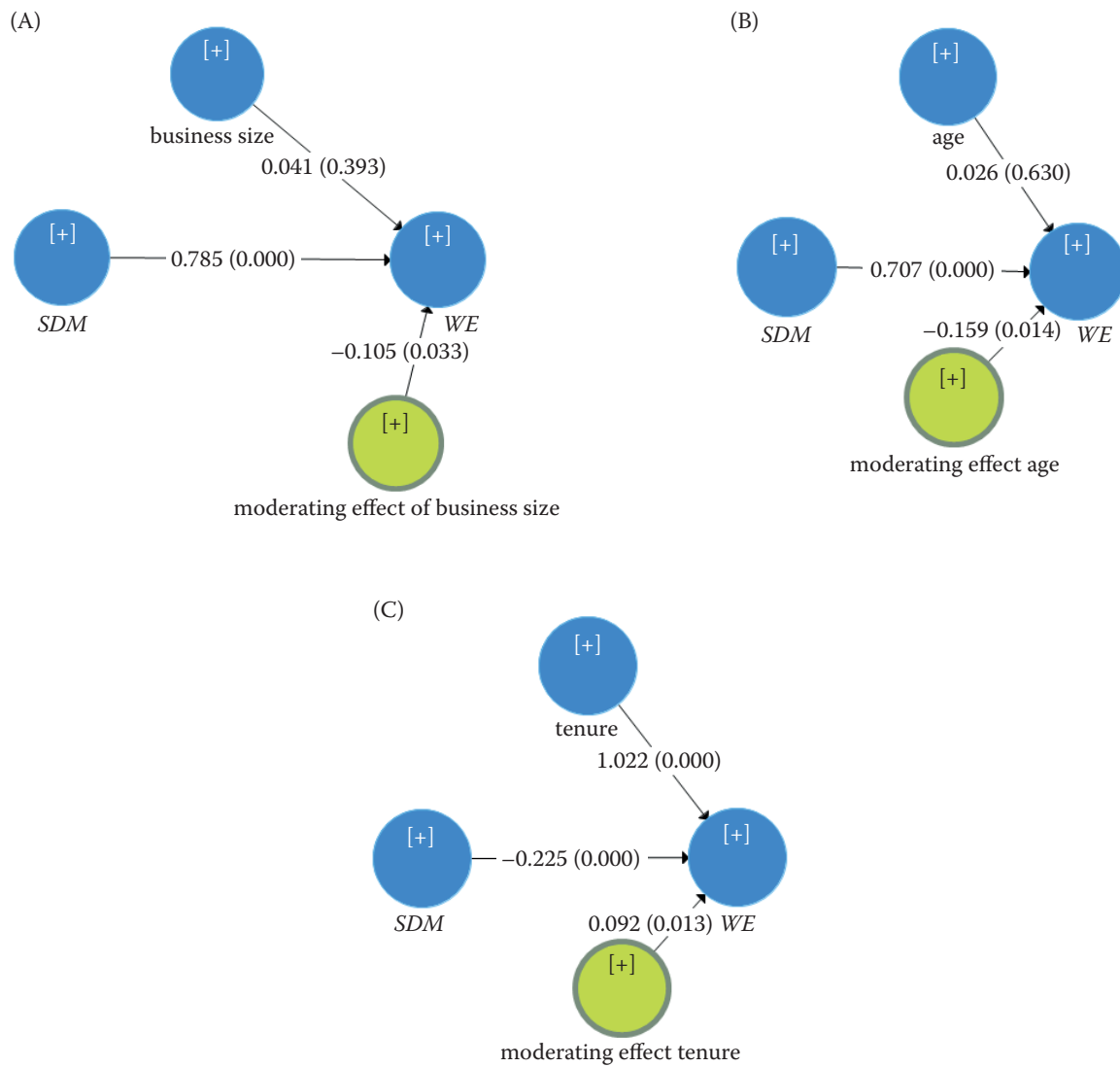


Figure S2. Moderating effects of (A) company size, (B) age of the employee, and (C) length of experience of employees
SDM – support of the direct manager; *WE* – work engagement; *OT* – organizational trust; *JA* – job autonomy

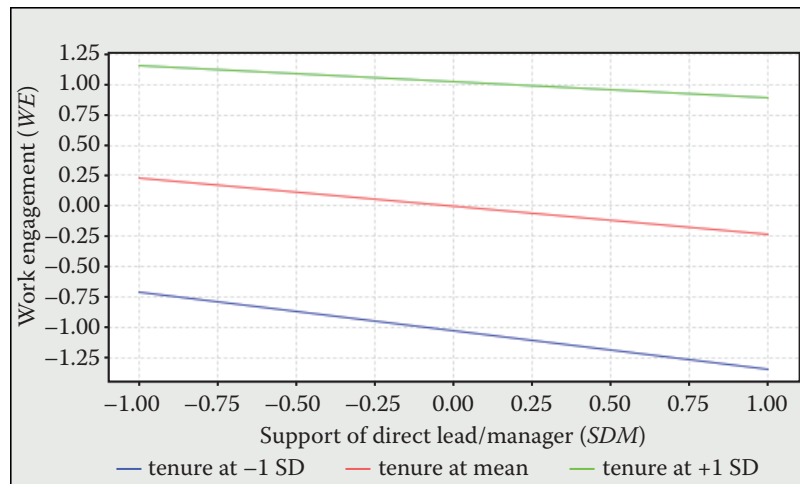


Figure S3. Moderating effect of the length of experience of the employee

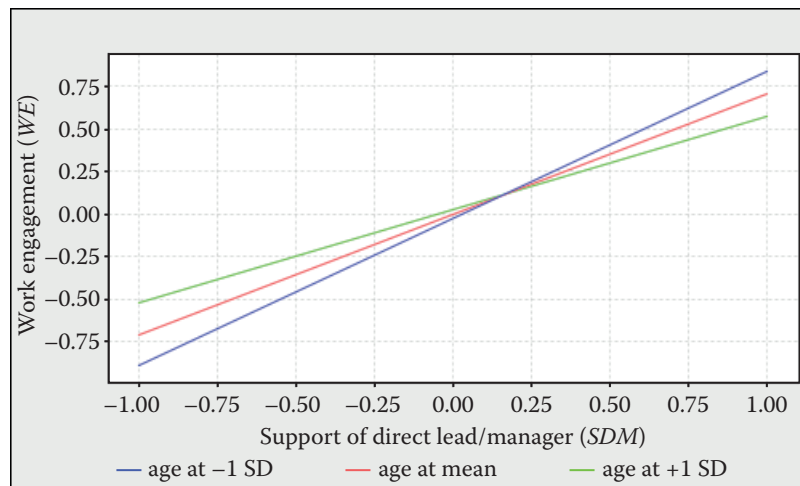


Figure S4. Moderating effect of the age of the employee

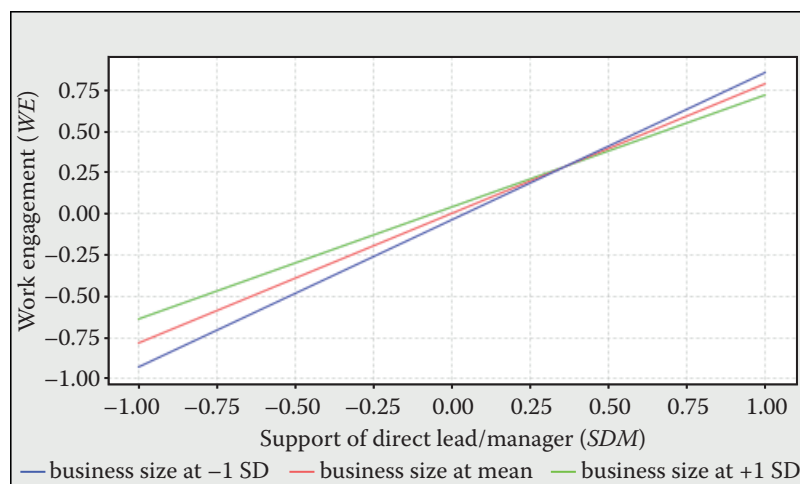


Figure S5. Moderating effect of company size