

Mediating Role of Thriving at Work for the Relationship of Organizational Trust, Empowering Leadership with Employee Job Engagement

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Abstract

Thriving at work is an important personality trait but was not much investigated in the previous scientific studies. The present research aimed to investigate the mediating role of thriving at work between organizational trust and employee job engagement. The data was collected through a convenient sampling technique. A cross-sectional research design was used. Data were collected from 100 employees from different banks in Lahore. The reliable and valid measures/scales were used to assess organizational trust, thriving at work, and employee job engagement. Findings revealed that organizational trust has a significant positive relationship with thriving at work and employee job engagement. It was also found that thriving at work significantly mediates the relationship between organizational trust and employee job engagement, the results were discussed in the light of pertinent literature. It was recommended that in future studies data from telecom, corporate and textile sectors can be included.

Keywords: Thriving at Work, Organizational Trust, Job Engagement

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1. Introduction

The basic reason to conduct this research is to understand the association of organizational trust, thriving at work with employee job engagement. Kahn (1990) elaborated that employee job engagement is the attachment of employees cognitively, emotionally, and also physically with the work. According to Scarlett Surveys (2001) employee job engagement is an effective tool to identify the employee's negative or positive emotional attachment to their work, the intensive influence of organizations and co-workers on the employee's willingness to complete their jobs. As Mahboubier et al. (2015) stated that this is a new research topic among the fields of psychology and human resource management (HRM).

Previously, researchers hardly focused on this concept for their studies (Ram & Prabhakar, 2011). Ologbo et al. (2011) also said that the existed study gap provides an opportunity for the researchers to focus on the topic of employee engagement. Interest is being increased among the practitioners and academician researchers to study more about this emerging concept (Darani, 2013).

It has rapidly gained the attention of researchers during the

last twenty years (Bakker & Albrecht, 2018). It is being considered the most effective technique for job satisfaction (Brook, 2019). During the current era, on average every employee switched around about 9-5 jobs during the entire career due to less employee engagement. It should be the priority for the employees to remain attached to their jobs and also with their organizations to become an inspiration for the co-workers (Brook, 2019). Every business is required to have full employee attachment like cognitive, emotional, and physical. A higher level of employee's job engagement means that the employee has the worth at the workplace or even employees put extra effort and perform extraordinarily to achieve desired results (Vance, 2006). It is being considered as the variable of interest. In recent times, it is being witnessed that employees' engagement level is going down and they don't even understand the importance and role of this concept (Bates, 2004; Richman, 2006). Crabtree (2011) found that in Australia and New Zealand about 1:1 ratio is being identified of engaged and disengaged employees. And they also found that about 20% of employees in Western Europe, New Zealand, and Australia and about 10% of employees in India were fully engaged. It is not only an issue in

Pakistan, but a global level issue as recognized by datum that the engagement gap in America result in \$300 billion loss every year in the shape of productivity and profitability loss because the employee engagement level was about 13% at their workplaces during the last 16 years (Dhanda & Shotiryra, 2019; Yu, 2019).

As per the above debate, it can be concluded that there are two reasons behind this issue. Organizations are not conducting studies regularly about employee engagement. Due to this low level of employee engagement organizations are bearing financial loss. From the best of researcher knowledge, previous researches find the direct relation of organizational trust and thriving at work with employee job engagement. This is an initial effort to check the mediating role of thriving at work for the relationship of organizational trust with employee job engagement. For conducting this research, current research addresses the following research questions.

1. Does the employee job engagement directly influence by organizational trust?
2. Does employee job engagement directly influenced by thriving at work?

3. Does thriving at work intervene in the association of organizational trust with employee job engagement?

2. Literature Review

2.1. Employee Job or Work Engagement

Engagement of job is the positive mindset about the work due to the reason of following three factors like vigor, absorption, and dedication as per the finding of Schaufeli, et al., (2002). Vigour is cognitive resilience and increased level of energy during work and readiness to put extraordinary efforts and be persistent while facing tough situations. Dedication is to be significant, remain inspired, be enthusiastic, feel superiority, and encounter a functioning situation. Immersion is to remain fully focused and deeply absorbed in work and don't be distracted with any kind of disturbance or distractions (Schaufeli et al., 2006; Vigoda Gadot & Eldor, 2017). As Basinska and Daderman (2016) stated that vigor and devotion provide a base for engagement while absorption is a connecting factor of movement and acting a differentiating part with other kinds proportions of engagement. Few researchers said that disengaged workers physically are not well connected with their work and due to the reason that

particular behavior spoils the time, work, effort, morale, and earnings (Du Plessis & Boshoff, 2018). Although, fully engaged employees put extra effort towards the work, remain energetic with effectiveness, and can produce the highest level of the outcome at organizational and individual levels (Schaufell et al., 2002). And they also perform their work with a proactive approach (Salanova and Schaufeli, 2008; Alessandri et al., 2018), they are more energetic and versatile, rapidly approachable, and hard workers. In the same constraints, private resources of employees like self-evaluation characteristics in connection to resilience also show active part and perform a vital role in employee assignment, certainly where they have authority to work creatively (Yoo and Arnold, 2014). Employee job engagement was a multidimensional concept (Kahn, 1990). It means to have physical, emotional, and cognitive engagement. Cognition is related to the thinking of employees about the leaders and workplace (Kahn, 1990).

2.2. Organizational Trust

Considering the importance of working interest, trust is an ultimate result either positive or negative by clearing or raising the ambiguity (Kim, 2019). Trust is being

considered as one of the critical factors in organizational level efficacy and its emerged importance at working place rapidly having a greater interest of organizational behavior by the researchers at the academic and corporate level. Researchers have concluded that it is a considerable variable focused on employee reactions and certain outcomes with a considerable role in different organizational practices. Trust has multiple effects at an individual level, within an organization and between the organizations. The current study focuses on the understanding of trust variable at the supervisory level and Organizational trust (Zak, 2018). Trust plays an important role during the close interaction among the high ranked employees like seniors and low ranked employees like the junior due to deep reliance and dependency of subordinates/juniors to their ultimate bosses. That's why it is essential to establish a strong trust level among the boss and subordinate and even to encourage the employee's attitudes and behaviors. It is the most important tool for the organization to get success. According to Schoorman et al. (2007), in any firm, trust contains the readiness of staff to be susceptible to their firms' rules and actions. They also said that trust among the juniors and senior officers

is very critical to developing the organizational level trust and later on, this trust level will respond to the planned activities of the organizations (Simon, 1957; Cyert & March, 1963).

2.3. Thriving at Work

According to Spreitzer et al. (2005), thriving is the mental state and an intra-individual concept where individuals focus on learning and working with energy during the job. According to Porath et al. (2012), It is a joint effect of the cognitive and affective side of psychological expertise where energy is the affective factor and learning is the cognitive side. Vigour and thriving are critical factors for individuals to perform at their best (Ren et al., 2015). If any one factor is missed out like an individual is learning a new skill with less energy, then you should understand that the individual is not fully thriving. If an individual is learning with an exhausted attitude, then the individual is also not thriving. On the other side, if an individual is very energetic at work but unable to learn new things then the individual is not thriving. The researcher Spreitzer and her peers (2005) suggested a theoretical model of booming at the workplace it describes that in what way some employee's qualities (positive effect, information), relational features, (trust and support)

background factors (environment of trust, autonomy) and energetic job attributes (exploration, focus on the job) guide toward thriving at work. Moreover, according to Wallace et al. (2016) and Kumar et al. (2017), blossoming employees are more innovative, able to believe in their leaders, and are self-motivators (Spreitzer et al., 2005). According to Abid et al. (2016), they are very keen on their improvement (Paterson et al., 2014) and also don't think about switching their jobs. Particularly, a study has suggested that the increased level of rationality of thriving initiate it to be separate from hypothetically alike concepts, for example, negative and positive effect, proactive personality and learning about goal alignment, etc (Porath et al., 2012). Furthermore, they examined thriving clarified extra alteration in individual job performance, burnout, and career growth inventiveness elsewhere old-style forecasters like organizational commitment and employee satisfaction. Donaldson and Ko (2010) and Brown et al. (2017) have provided a related review on thriving. Organizational researchers studied the thriving with the effect of learning and vitality but at the broader level like psychological studies suggested that thriving is the positive psychological procedure

including psychological, physical, and self-adaptive which leads to enhanced work outcomes like the human development and individual's growth on a personal level (Jackson et al., 2007). According to Porath et al. (2012), a newly rooted concept concerning positive organizational scholarship and behaviors, further

detailed critical evaluation of current readings will help to fill the gap among the relationship of prospering and critical working related organizational level results and also help to determine the procedure and limits which enable to facilitate thriving.

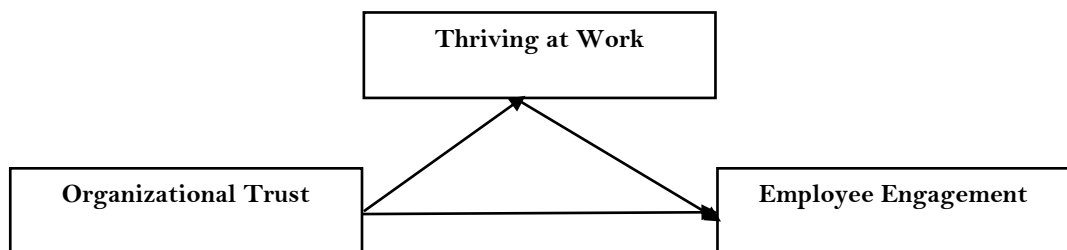


Figure 1: Theoretical Framework

2.4. Hypothesis of Research

Abid et al. (2021) proposes that thriving has a positive impact on job engagement. Abid et al. (2021) propose that organizational trust has a positive impact on job engagement. A trustworthy relationship with work partners boosts the feeling of aliveness and vitality at the workplace (Kahn, 1990).

Thus, trust has an optimistic relationship with thriving at work.

This research proposes the following hypothesis based on the above-mentioned facts.

H1: Organizational trust positively relates to employee job engagement

H2: Organizational trust positively relates with Thriving at work

H3: Thriving at work positively relates to employee job engagement

H4: Thriving at work plays an intervening variable for the relation of organizational trust with employee job engagement.

3. Methodology

Officer rank employees of banks of Lahore are considered as the target population. The sample of the current study consists of 100 respondents. These respondents are selected with the help of convenience sampling technique. Responses were collected with the help of questionnaires which is made on Google Doc. This study is cross-sectional. Because data was

gathered from 100 respondents at one time. The research design is Quantitative one. Also, we find the association based on Quantitative research.

3.1. Measurement and Instrument:

For the collection of data, a structured questionnaire was designed. This questionnaire consisted of 25 statements.

Organizational trust is measured with the help of 4 items scale of Podsakoff et al. (1990). All the responses range are gathered to

bound the respondents to give their responses in the interval of 5-point Likert type scale. The range of this scale is from Strongly Disagree and Strongly Agree.

Thriving at work is measured through the help of 6 items scale of Jiang (2017). All the responses range from 1- Strongly Disagree to Strongly Agree.

Employee job engagement is measured with the help of 05 items scale of Saks (2006). All the responses range from 1- Strongly Disagree to Strongly Agree.

4. Results and Discussion

4.1. Reliability Analysis

Table 1: Employee Job Engagement

Cronbach's Alpha	No. of Items
.696	5

The above table describe the reliability of employee job engagement. The worth of

Cronbach's Alpha is 0.696 which is more than 0.50. So, data on employee job engagement is reliable.

Table 2: Thriving at Work

Cronbach's Alpha	No. of Items
.744	6

The above table describes the reliability of thriving at work. The value of Cronbach's Alpha is 0.744

which is more than 0.50. So, data of thriving at work.

Table 3: Organizational Trust

Cronbach's Alpha	No. of Items
.785	4

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The above table describe the reliability of organizational trust. The value of Cronbach's Alpha is 0.785

which is more than 0.50. So, data of organizational trust is reliable.

4.2. Correlation

Table 4: Correlation

	Organizational Trust	Employee Job Engagement	Thriving at Work
Trust	1		
Employee Engagement	0.414**	1	
Thriving at Work	0.510**	0.841**	1

The above table describes the correlation of the variables. Employee Job Engagement is positively associated with Organizational Trust. The r is 0.414**. Thriving at Work is positively associated with Organizational Trust. The r is 0.51**.

Thriving at Work is positively associated with Empowering Leadership. The r is 0.581**. Thriving at Work is positively associated with Employee Job Engagement. The r is 0.841**.

4.3. Regression Analysis

4.3.1. Organizational Trust on Employee Job Engagement

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.414	.172	.163	.77118

Note: 0.414 = Predictors: (Constant), Trust

Table 6: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	12.078	1	12.078	20.308	.000
Residual	58.282	98	.595		
Total	70.360	99			

Note: ANOVA = Dependent Variable: Employee Engagement and 0.000 = Predictors (constant), Trust

Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.803	.298		6.048	.000
Trust	.460	.102	.414	4.506	.000

Note: *Coefficients = Dependent Variable: Employee Engagement*

The above tables explain the impact of trust on employee job engagement. The value of R² is 17.2. The value of F is 20.308. All values of t are non-zero. The value of β is 46. This describes that if we bring one-

unit variation in organizational trust this will bring 46% variation in employee engagement. The value of p is <0.01. The study hypothesis no 1 is accepted.

4.3.1. Organizational Trust on Thriving at Work

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.510	.260	.253	.78405

Note: 0.510 = *Predictors: (Constant), Trust*

Table 9: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	21.207	1	21.207	34.498	.000
Residual	60.243	98	.615		
Total	81.450	99			

Note: *ANOVA = Dependent Variable: Thriving at Work and 0.000 = Predictors (constant), Trust*

Table 10: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.428	.303		4.711	.000
Trust	.609	.104	.510	5.873	.000

Note: *Coefficients = Dependent Variable: Thriving at Work*

The above tables explain the impact of trust on employee job engagement. The value of R² is 25.3.

The value of F is 34.498. All values of t are non-zero. The value of β is 60.4. This describes that if we bring one-

unit variation in organizational trust <0.01. The hypothesis no 2 is this will bring 60.4% variation in accepted. Thriving at Work. The value of p is

4.3.3. Thriving at Work on Employee Job Engagement

Table 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841	.707	.704	.45896

Note: 0.841 = Predictors: (Constant), Thriving at Work

Table 12: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	49.717	1	49.717	236.017	.000
Residual	20.643	98	.211		
Total	70.360	99			

Note: ANOVA = Dependent Variable: Employee Engagement and 0.000 = Predictors: (Constant), Thriving at Work

Table 13: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.642	.166		3.854	.000
Thriving at Work	.78	.051	.841	15.363	.000

Note: Coefficients = Dependent Variable: Employee Engagement

The above tables explain the impact of thriving at work on employee job engagement. The value of R² is 70.7. The value of F is 236.017. All values of t are non-zero. Value of β is 78. This describes that if we bring one-unit variation in organizational trust this will bring 78% variation in employee engagement. Value of p is <0.01. The hypothesis no 3 is accepted.

4.3.4. Mediation of Thriving at Work for the relation of Organizational Trust with Employee Job Engagement

We use the four-step method for checking the mediational effect. In step, this research finds the direct relation of Organizational Trust with Employee Job Engagement.

In step no 1, the current study regresses the organizational trust in employee job engagement, and we see

that result of hypothesis no 1 is significant.

In Step No 2 we regressed the Organizational Trust on Thriving at Work. We also see that result of hypothesis no2 is significant.

In Step No 3 we regressed the Thriving at Work on Employee Job

Engagement. We also see that result of hypothesis no3 is significant.

In step no 4, we regressed both Thriving at Work and Organizational Trust on Employee Job Engagement and find the following results.

Table 14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.707	.701	.46110

Note: 0.841 = Predictors: (Constant), Thriving at Work, Trust

Table 15: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	49.737	2	24.868	116.967	.000
Residual	20.623	97	.213		
Total	70.360	99			

Note: ANOVA = Dependent Variable: Employee Engagement and 0.000 = Predictors: (Constant), Thriving at Work, Trust

In this step, we examined the value of β for the relationship of Organizational Trust with employee job engagement. We obtained the value of β for this relation is 0.22. In step no 1 this value is 0.46. It is

clearly seen that this value is reduced from 0.46 to 0.22. This indicated that partial mediation exists for this relation. Thus, the hypotheses no 3 is also accepted.

Table 16: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.674	.197		3.415	.001
Organizational Trust	0.22	.071	0.20	12.309	.030
Thriving at Work	.791	.059	.851	13.309	.000

Note: Coefficients = Dependent Variable: Employee Engagement

5. Conclusion

This research is designed to check the mediating role of thriving at work for the relationship of organizational trust with employee job engagement. In this regard, the current study proposed three hypotheses. Two hypotheses are about the direct relationships. These two hypotheses are accepted. Results signify that Organizational Trust is a better antecedent of Employee Job Engagement. Similarly, Thriving at Work has a noteworthy impact on Employee Job Engagement. Current research also proposed one hypothesis of meditational effect as “Thriving at work plays a mediating role for the relationship of Organizational Trust with Employee Job Engagement”. This hypothesis is also accepted. Thriving at Work plays its role as a partial mediator for the relations of Organizational Trust. This is the finding of this study. There are some limitations of this research. Data is collected from the banks of Lahore only. Respondents of other sectors like the textile sector, telecom sectors are not included in this research. The effect of demographic variables is not examined of the other variables of the research. In future studies respondents of other sectors like the textile sector, telecom sectors will take account for purpose of generalization. The effect of

demographic variables is also checked in the future. Data will also collect from the respondents of other cities i.e., Karachi, Multan, Peshawar in future researches.

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