



Mutual Trust and Employee Engagement: Impact of Women Leadership

Mrs. Aparna Kulkarni

Assistant Professor, Prin. N.G. Naralkar Institute of Career Development and Research, Pune, Maharashtra, India

Emails: abkul917@gmail.com

Abstract

Employee engagement have direct impact on organizational performance. When employee are more engaged with the organization, they feel more attached with their work and overall development of the organization. Effective Leadership plays a vital role in employee engagement by developing mutual trust and understanding between leader and follower. The present study tried to find out the relation between women leadership characteristics and their impact on developing mutual trust between leader and follower to enhance employee engagement in the organization. The data has been collected from more than 200 employees where women are working on higher or higher-middle level positions. Linear regression model has been used to find out the effect of women leadership characteristics on mutual trust and understanding. The questionnaire has been used on five-point lie cart scale. The result showed that idealized influence of women leaders have positive impact on mutual trust whereas contingency reward does not have much impact on mutual trust and understanding. Individual motivation also have positive impact on mutual trust and understanding though individualized consideration does not have much impact on mutual trust and understanding. Employee engagement shown positive correlation with mutual trust. Thus, overall, the study shows that women leadership characteristics have impact partially on mutual trust and understanding to enhance employee engagement.

Keywords: Women leadership, mutual trust, employee engagement, idealized influence, individual motivation.

1. Introduction

If the employee found the transparency and moral appreciation in leader's behaviour, it helps to build more trust. This Mutual trust and understanding is positively correlated with employee engagement (Toseef et al. 2022; Wang et al, 2013). However, Transformational leadership style helps to enhance employee engagement by developing mutual trust between leader and follower (Kelloway, 2012; Wang et al, 2013). As women leadership more inclined towards transformational leadership style due to their feminine characteristics (Bass, 1999; Kark, 2004; Sharif, 2019). Hence, a good relationship can be developed between leaders and follower by developing mutual trust and understanding. Employees feel more engaged and connected with the organization when they feel that there is a strong foundation of trust and understanding (Ugwu et al,

2014; Hough et al, 2015; Joshi & Sodhi, 2011). However, employee's demographics play a crucial role in developing mutual trust between leader and follower. Female employees are more engaged due to their organic characteristics of genuineness and trustworthiness. Yet, employee's age and tenure in specific organization also play an important in building a trustful relationship between leader and follower [1-4].

2. Research Methodology

Quantitative research methodology has been used for the study. The instrument has been prepared on five point li-kart scale and responses were collected by the employees working under women leadership in corporate organizations. More than 300 responses have been collected. After data cleaning, 300 responses have been finally used for data analysis.

Linear Regression analysis method has been used for data analysis. Following are the hypothesis derived for the study to impact of women leadership and organizational effectiveness.

3. Results

The study discusses about how women leadership has impact on relationship between mutual trust and employee engagement considering employee's demographics such as gender, age and tenure in the specific organization. Women leadership characteristics shows significant impact on employee engagement through building mutual trust and understanding. Following hypothesis has been formed to analyze impact of women leadership characteristics on employee engagement through mutual trust. H01: There is no moderating effect of Employee Age on the relationship between women leadership characteristics and mutual trust. To assess the hypotheses, regression analysis is employed, and the strength of the moderation can be inferred from the coefficient of Employee Age in the analysis.

Table 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.185 ^a	.034	.031	.31883

a. Predictors: (Constant), MTC, Age

Table 1 shows the model summary of regression analysis between employee age and mutual trust. The model explains a small proportion of the variance (3.4%) in the dependent variable (IDLINF). The adjusted R-square suggests a limited fit.

Table 2 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
	3.589	.194		18.525	.000
Age	.032	.021	.057	1.535	.125
MTC	.187	.040	.175	4.709	.000

Table 2 shows the coefficients in regression analysis. The coefficient for Employee Age ($p=0.125$) which is greater than 0.05. So, the null hypothesis does not get rejected indicating that Employee Age does not significantly moderate the relationship between women leadership characteristics and mutual trust. Hence, regardless of employee age, the strong relationship can be built between women leaders and followers through mutual trust with idealized women leadership characteristics. H02: There is no moderating effect of Employee Gender on the relationship between women leadership characteristics and mutual trust.

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.309 ^a	.095	.093	.30859

a. Predictors: (Constant), MTC, Gender

Table 3 shows the model summary of regression analysis between employee gender and mutual trust. The model explains a moderate proportion of the variance (MTC).

Table 4 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
	2.660	.228		11.653	.000
MTC	.392	.048	.366	8.150	.000
Gender	.207	.029	.317	7.058	.000

Table 4 shows the coefficients in regression analysis. The adjusted R-square suggests a reasonable fit. The coefficient for Employee Gender is statistically significant ($p = 0.000$) which is less than 0.05 leads to rejection of null hypothesis, indicating that



Employee Gender significantly moderates the relationship between women leadership characteristics and mutual trust. Thus, employee gender helps to build the strong relationship between women leaders and followers through mutual trust with idealized women leadership characteristics. H03: There is no moderating effect of Employee Tenure on the relationship between women leadership characteristics and mutual trust.

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.246 ^a	.061	.058	.31443

a. Predictors: (Constant), MTC, Gender

Table 5 shows the model summary of regression analysis between employee tenure and mutual trust. The model explains a modest proportion of the variance (6.1%) in the dependent variable (IDLINF). The adjusted R-square suggests a reasonable fit [5-9].

Table 6 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
	3.677	.178		20.635	.000
MTC	.150	.040	.140	3.741	.000
Tenure	.072	.015	.176	4.708	.000

Table 6 shows the coefficients in regression analysis. The coefficient for Employee Tenure is statistically significant ($p = 0.000$) which is less than 0.05 leads to rejection of null hypothesis, indicating that Employee Tenure significantly moderates the relationship between women leadership characteristics and mutual trust. Accordingly, we can say that employee tenure helps to build the strong relationship between women leaders and followers through mutual trust with idealized women

leadership characteristics. H04: Women leadership characteristics is correlated with mutual trust and understanding to enhance employee engagement. Figure 1 shows that idealized influence of women leadership are correlated with mutual trust and understanding. The result shows that opportunities to express and implement creative and innovative ideas in the organizations are highly correlated with the idealized influence characteristics of women leaders. However, sufficient resources has been provided whenever needed by trusting in their work in the organizations. In addition to this employees are satisfied with the trust and confidence shown towards them. Specific women leadership characteristics like ‘Instils pride in me for being associated with the organization’; ‘Goes beyond self-interest’; or ‘communicates clearly what one can expect when performance goals were achieved’. These leadership characteristics of women leaders reflects their transformational leadership style among their subordinates. This will help to build a strong relation with mutual trust and understanding.

	I am encouraged to be creative and innovative to meet customer's needs-MTC1	Rules and procedure enable me to meet my customer's requirements-MTC2	My organization gives me sufficient resources to satisfy customer needs- MTC3	I feel I have the necessary skills to provide good customer service- MTC4	I really care about the fate of this organization. MTC5
Spearman's r Gender	-.330**	-.512**	-.687**	-.270**	-.119**
Age	.103**	-.142**	-.198**	.112**	-0.050
Tenure	0.050	.109**	-0.059	.305**	.135**
Provides me with assistance in exchange for my efforts -IDLINF1	0.027	-0.068	-0.065	.350**	.415**
Discusses in specific terms who is responsible for achieving performance targets -IDLINF2	.111**	0.068	0.059	.127**	.207**
Makes clear what one can expect to receive when performance goals are achieved -IDLINF3	.256**	.354**	.148**	-0.039	0.043
Expresses satisfaction when I meet expectations -IDLINF4	-.286**	-.273**	-.185**	.087**	-.103**
Instils pride in me for being associated with the organization -IDLINF5	.394**	.152**	.299**	.300**	.411**
Goes beyond self-interest for the good of the organization -IDLINF6	.427**	.285**	.565**	-0.001	.583**
Acts in ways that builds my respect -IDLINF7	-.241**	-.208**	-.335**	.272**	-.116**
Displays a sense of power and confidence -IDLINF8	.127**	-.096**	-.603**	-.344**	-.562**

Figure 1 Correlation Analysis of Women Leadership Characteristics and Mutual Trust



Conclusion

The organizations always want their employees to be more loyal and dedicated with the goals and objectives of the organization. Committed employees are more engaged and satisfied with their senior leadership and the organization. Mutual trust and understanding is one the important factor to get employees connected and engaged with the organization. If the employees believe that senior management trust their work and commitment towards the organization, they feel more connected with the organization. Clear communication and sense of relativeness, good mentorship, good rewards and recognition for the job done are some of the characteristics of leaders through which employees trust towards the organization gets inherited. These transformational leadership characteristics have been seen in women leaders due to their stereotyped individualities as women. It helps to create a strong bond of trust and transparent communication with the employees.

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