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DARBUOTOJŲ ĮSITRAUKIMO, PASITIKĖJIMO IR GEROVĖS POVEIKIS PASITENKINIMUI DARBU	THE IMPACT OF EMPLOYEE ENGAGEMENT, TRUST, AND WELL-BEING ON JOB SATISFACTION
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TABLE OF CONTENTS

INTRODUCTION	1
1. LITERATURE REVIEW	6
1.1 Employee Engagement	6
1.2. Trust.....	7
1.2.1 The Relationship between Trust and Employee Engagement	9
1.3. Well-being	9
1.3.1 The Relationship between Well-being and Employee Engagement	11
1.4. Job Satisfaction.....	12
1.4.1. The Relationship between Job Satisfaction and Employee Engagement...	15
1.5. Factors Contributing to High Employee Engagement, Trust, Well-being, and Job Satisfaction	16
1.6. Challenges and Barriers Faced In Instituting High Employee Engagement, Trust, Well-being, and Job Satisfaction In Companies.....	20
2. METHODOLOGY FOR THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT, TRUST, AND WELL-BEING AND ITS IMPACT ON JOB SATISFACTION.....	23
2.1. Research Methods and Their Application.....	23
Fig. 1. Research Model.....	23
2.1.1. H1 Job Satisfaction is Positively Related to Employee Engagement.....	23
2.1.2. H2 Trust Moderates the Relationship between Job Satisfaction and Employee Well-being	24
2.1.3. H3 Job Satisfaction is positively related to Employee Well-being	24
2.1.4. H4 Employee Engagement is Positively Related to Employee Well- being.....	25
Table 1. Definitions of quantitative research constructs and measurement scales	26
2.2. Research Design and Method.....	29
2.3. Research Instrument.....	30
Table 2. The Utrecht Employee Work Engagement (UWES-17) Scale.....	31
Table 3. The Tzafir & Dolan's Trust Questionnaire	32
Table 4. The Employee Well-Being Scale.....	34
Table 5. The KAP (Knowledge, Attitude & Practices) Survey Scale.	35
2.4. Study Population, Sample and Data Collection	37
2.5. Justification of Liberian Study Population, Sample and Data Collection.....	37
3. THE EMPIRICAL RESULT ANALYSIS	40
3.1. Demographic of Respondents.....	40
Table 6. Descriptive Statistics	40
3.2. Test of Reliability	42
Table 7: Reliability Test.....	43
3.3. Assessment of Data Normality	43
Table 8: Tests of Normality	43
Table 9: Skewness and Kurtosis of the Variables	44
3.4. Descriptive Statistics	44
Table 10: Descriptive Statistics	45
3.5. Distribution of Demographic Data	45
3.5.1. Evaluation of Variable in accordance with the Gender of Respondents ...	45
Table 11: Evaluation Differences of Variables according to Respondents' Gender	45
3.5.2. Evaluation of Variable in accordance with the Age Group of Respondents	46

Table 12: Evaluation Differences of Variables according to Respondents' Age Group	46
3.5.3. Evaluation of Variable in accordance with the Education of Respondents	47
Table 13: Evaluation Differences of Variables according to Respondents' Education	47
3.5.4. Evaluation of Variable in accordance with the Work Experience of Respondents	48
Table 14: Evaluation Differences of Variables according to Respondents' Work Experience	49
3.5.5. Evaluation of Variable in accordance with the Work Environment of Respondents	47
Table 15: Evaluation Differences of Variables according to Respondents' Work Environment	49
3.6. The Relationship between Employee Engagement, Trust, and Well-being, and their Combined Impact on Job Satisfaction in an Organization	50
Table 16: The Relationship between Job Satisfaction and Employee Engagement	50
Table 17. The Direct Relationship between Job Satisfaction, Trust, and Employee Well Being	50
Table 18. The Indirect Effect of Job Satisfaction on Employee Well-being through Trust	51
Table 19: The Relationship between Job Satisfaction and Employee Well-being	51
Table 20: The Relationship between Employee Engagement and Employee Well-being	52
3.7. Research Summary and Discussions	52
4. CONCLUSIONS AND SUGGESTIONS	54
REFERENCES	56
ANNEXES	64
Annex 1. Questionnaire for the Research	64
Annex 2. Evaluation differences of variables according to respondent's gender	68
Annex 3. Evaluation differences of variables according to respondent's age groups ...	69
Annex 4. Evaluation differences of variables according to respondent's education	70
Annex 5. Evaluation differences of variables according to respondent's work experience	71
Annex 6. Evaluation differences of variables according to respondent's work environment	72
Annex 7. The relationship between job satisfaction and employee engagement.....	73
Annex 8. Mediation analysis results	74
Annex 9. The relationship between Job satisfaction and employee well-being	76
Annex 10. The relationship between employee engagement and employee well-being.....	77

LIST OF FIGURES

Figure 1. Research Method..... 24

LIST OF TABLES

Table 1. Definitions of quantitative research constructs and measurement scales.....	27
Table 2. The Utrecht Employee Work Engagement (UWES-17) Scale.....	31
Table 3. The Tzafrir & Dolan's Trust questionnaires	32
Table 4. The employee well-being scale	34
Table 5. The KAP (Knowledge, attitude and practices) Survey Scale.....	35
Table 6. The Descriptive Statistics	40
Table 7. Reliability Test.	43
Table 8. Test of Normality.....	43
Table 9. Skewness and Kurtosis of the variables	44
Table 10. Descriptive Statistics	45
Table 11. Evaluation differences of variables according to respondents' gender	45
Table 12. Evaluation differences of variables according to respondents' age group	46
Table 13. Evaluation differences of variables according to the respondents' education	47
Table 14. Evaluation differences of variables according to the respondents' work experience.....	48
Table 15. Evaluation Differences of Variables according to respondent's work environment.....	49
Table 16. The Relationship between Job Satisfaction and employee.....	50
Table 17. The Direct Relationship between Job Satisfaction, Trust and Well-being	50
Table 18. The Indirect effect of Job Satisfaction on employee well-being through Trust	51
Table 19. The Relationship between Job Satisfaction and Well-being	51
Table 20. The Relationship between Employee engagement and Employee Well-being.....	52

INTRODUCTION

Extensive research has been conducted on employee engagement, which is a crucial factor in determining the success of a business. This research has shown that employee engagement has a beneficial impact on both job satisfaction and performance. Hidayat (2023) highlighted the significant impact of employee engagement on job satisfaction, stating that engaged individuals are more prone to demonstrate elevated levels of job satisfaction and performance. This study offers significant insights into the direct correlation between engagement and favorable employment outcomes, hence emphasizing the crucial role of cultivating an engaging work environment.

The focal point of this discussion is the notion of employee engagement, which new literature suggests as a crucial intermediary that connects different organizational factors with the result of job satisfaction. The groundbreaking study by Al-Tit and Hunitie (2015) explores the role of employee engagement as a mediator, showing how it can facilitate the impact of various factors, such as employee communication, career growth opportunities, and organizational support, on promoting job satisfaction. Their conclusions, based on a substantial sample of 238 participants from academic institutions in Jordan, highlight the complex nature of engagement and its significant influence on job satisfaction.

In addition to this narrative, Vorina, Simonič, and Vlasova (2017) explore the direct relationship between employee engagement and work happiness. Their study, utilizing a large sample of 594 participants from different industries in Slovenia, confirms the positive and statistically significant connection between these concepts. This study not only confirms that being engaged in one's job is important for job satisfaction, but it also emphasizes that there are no significant differences between genders in this regard. This indicates that these findings are applicable to everyone universally.

In addition to this subject, Ludviga and Kalviņa (2015) examine the intricate functions of trust and job meaningfulness in the academic sector, uncovering their distinct effects on work engagement and loyalty. Their study, carried out in one of Latvia's largest institutions of higher learning, reveals the specific routes via which trust and job meaningfulness contribute to engagement and loyalty, respectively. Significantly, whereas job meaningfulness is a strong indicator of work engagement, its impact on job satisfaction is not as significant. This suggests the need for additional investigation into the specific contextual elements that are present in academic environments.

In their study, Adekoya et al. (2019) conducted numerous investigations to examine the impact of employee engagement, trust, and well-being on an organization's performance or

outcome. Nevertheless, the primary concerns for both employees and the organization are the institution's performance and the factors that influence employee engagement, trust, and well-being. Ateeq's (2023) research indicates that employees who are engaged and trusted in their work have a strong commitment to their duties, resulting in increased productivity, innovation, and the cultivation of a favorable work environment.

Furthermore, the interaction among internal communication, employee engagement, and job satisfaction is of utmost importance in fostering employee loyalty, as evidenced by the research conducted by Nguyen and Ha (2023). Their study on higher education institutions in Vietnam demonstrates the substantial impact of efficient internal communication and engagement tactics on job satisfaction and subsequent employee loyalty.

In their study, Fithriyana et al. (2022) assert that trust serves as the fundamental basis within a company, fostering efficient communication, collaboration, and shared objectives. When employees have trust in their leaders and colleagues, it fosters a supportive environment that facilitates the development of ideas and the smooth implementation of initiatives. Organizations that prioritize employee well-being as a central focus of their operations experience enhanced job satisfaction among their employees, leading to greater productivity and reduced employee turnover rates.

Employee well-being may not only refer to physical health but also involves mental welfare, work satisfaction and opportunity for career fulfilment. According to Lini (2020), an employee who is supported in being healthy will be engaged and contribute positively to the workplace environment. Organizational leaders must understand the complex dynamics between employee engagement, trust and well-being. According to Baer, (2021) Through employee engagement, trust-building and well-being creation at workplaces where employees succeed not only professionally but also personally will lead to the broader success of the organization.

Recent study has emphasized the impact of company culture on employee engagement and job satisfaction. In their study, Sarumpaet and Tajib (2023) discovered a positive correlation between organizational culture and employee engagement with work satisfaction. This implies that a supportive and engaging organizational culture plays a crucial role in improving both employee contentment and performance.

In conclusion, this thesis aims to delve deeper into these relationships, exploring how trust and well-being further intertwine with employee engagement to influence job satisfaction. By examining recent empirical evidence and theoretical frameworks, this study seeks to contribute to a more nuanced understanding of these dynamics, ultimately providing

actionable insights for organizations striving to enhance employee satisfaction and organizational effectiveness.

Problem – In today’s rapidly evolving and competitive business landscape, how do employee engagement, trust, and well-being collectively influence job satisfaction, particularly in modern work environments characterized by swift technological advancements, shifting organizational structures, and changing cultural norms? While these factors are recognized as critical to job happiness, their complex interplay remains underexplored, posing challenges for organizations striving to design targeted interventions that enhance employee satisfaction and, in turn, drive organizational success.

Research object – Employee engagement, Trust, well-being, and job satisfaction

Aim – The aim of this master's thesis is to examine the complex interplay among employee engagement, trust, and well-being, and their combined impact on job satisfaction, to develop a comprehensive theoretical model based on empirical evidence that offers actionable strategies for enhancing employee satisfaction and organizational performance in modern work environments.

Objectives:

1. Conduct a comprehensive review of existing literature to understand the theoretical foundations and empirical findings related to employee engagement, trust, well-being, and job satisfaction. This task will involve the integration of research on how these constructs have been defined, measured, and related to each other in past studies.
2. Explore the challenges and barriers organizations encounter in creating environments that improve employee engagement, trust, and well-being. This task will involve reviewing literature to understand challenges encountered in various organizational contexts.
3. Develop and execute a research methodology to collect primary data on the connections between employee engagement, trust, well-being, and job satisfaction. This would involve designing surveys to capture employees' perceptions and experiences across different sectors and organizational settings.
4. Analyse the collected data using appropriate statistical or qualitative analysis techniques to uncover patterns, correlations, or trends. This task will focus on identifying how trust and well-being interact with employee engagement to influence job satisfaction, paying close attention to potential mediating or moderating variables.

5. Based on the analysis, develop a comprehensive model that illustrates the relationships among the key constructs. This task will also involve formulating practical recommendations for organizations to improve employee engagement, trust, and well-being, thereby enhancing job satisfaction and overall performance.

Research Methods.

1. Comparative analysis of scientific literature: Extensive comparison of existing academic papers, articles, and studies related to employee engagement, trust, well-being and job satisfaction.
2. Quantitative Analysis: Use of structured surveys to gather data from a large sample of employees, followed by data analysis to identify patterns, correlations and subsequent solutions.

1. LITERATURE REVIEW

1.1 Employee Engagement

According to The Chartered Institute of Personnel and Development, (2024), Employee engagement is the physical, cognitive emotional attachment and devotion of employees to their jobs through interaction within their organization. Lipson (2019) showed that employees who are engaged tend to be more productive, have a greater sense of job satisfaction and contribute positively towards the general atmosphere in any given company.

Employee engagement is a complex concept in the field of organizational behavior that includes an employee's deep interest, dedication, and enthusiasm in relation to their professional responsibilities. Employee engagement pertains to the degree of an employee's complete involvement in their work, dedication of time and effort to it, and recognition of its importance as a vital component of their whole life. Employee engagement, as defined by Shantz et al. (2016), is the extent to which employees show mental acceptance and investment in their job, reflecting their emotional and mental commitment to their work and making it an important part of their overall work-life story.

Employee engagement is a significant concept in organizational psychology that refers to the strong connection and dedication that employees have towards their work and company. Kahn (1990) introduced the idea of employee engagement as the process of employees fully utilizing and expressing themselves physically, cognitively, and emotionally in their job duties. This fundamental viewpoint has cleared the path for following investigations to examine the complex nature of involvement and its factors and consequences.

Follow-up research has built upon Kahn's research, and Schaufeli, Salanova, González-Romá, and Bakker (2002) have provided a widely accepted explanation of employee engagement as a favorable and satisfying mental state associated with work, marked by energy, commitment, and deep involvement. The creation of the Utrecht Work Engagement Scale (UWES) has enabled considerable investigation into the factors that cause and result from engagement, emphasizing its differentiation from similar concepts like job satisfaction and organizational commitment.

Multiple studies have repeatedly shown that employee engagement has a beneficial effect on different aspects of organizations, such as work performance, employee retention, and organizational profitability. The study conducted by Harter, Schmidt, & Hayes (2002) reveals

that engaged employees demonstrate elevated levels of innovation, customer service, and overall productivity, making a substantial contribution to the success of the firm.

Organizational trust is essential for promoting employee engagement. According to Dirks and Ferrin (2002), confidence in leadership is crucial for employees to feel confident in dedicating themselves completely to their responsibilities, which ultimately improves their level of engagement. Trust serves as a fundamental pillar that facilitates transparent communication, willingness to take risks, and cooperation inside the firm, hence fostering a motivated workforce.

The correlation between employee engagement and employee well-being, which includes both physical and psychological components, has been well-established. The Job Demands-Resources (JD-R) model proposed by Bakker and Demerouti (2007) suggests that job resources, such as social support and autonomy, play a crucial role in promoting employee wellness and fostering engagement. In contrast, high job demands can result in burnout, which has a detrimental impact on engagement.

The correlation between employee engagement and work happiness has been thoroughly investigated, revealing an intricate interaction between both concepts. Although engaged individuals typically express more job happiness, the opposite is not always the case, suggesting that engagement incorporates factors beyond just job pleasure (Saks, 2006).

In conclusion, Employee engagement is a complex concept that is affected by different aspects inside a company, such as leadership styles, trust, and employee well-being. In summary, these elements play a significant role in shaping employee engagement. The significance of cultivating a stimulating work environment is shown by its influence on organizational outcomes. Further investigation is warranted to delve into the intricate connections between engagement and other organizational characteristics in order to formulate more holistic approaches for improving employee and organizational performance.

1.2. Trust

Employee The concept of trust in organizational settings has been thoroughly examined because of its crucial function in promoting collaborative actions, improving communication, and cultivating a favorable work atmosphere. Mayer, Davis, and Schoorman (1995) established a fundamental framework for comprehending trust within organizations. They defined trust as the willingness of one party to expose themselves to the actions of another, with the expectation that the other party will carry out a specific action that is significant to

the trusting party. This expectation remains regardless of the trustor's ability to oversee or regulate the actions of the other party. The notion emphasizes the interdependent and susceptible characteristic of trust within corporate contexts.

The trust dimensions, as delineated by Mayer et al. (1995), encompass competence, compassion, and honesty. Competence pertains to the trustor's confidence in the trustee's capacity to fulfill the trustor's expectations. Benevolence refers to the degree to which a trustee is perceived to have a genuine desire to benefit the trustor, without any ulterior selfish or profit-oriented intentions. Integrity refers to the trustor's belief that the trustee follows a set of principles that the trustor deems appropriate.

Trust within an organization is a critical factor influencing employee engagement, job satisfaction, and overall organizational effectiveness. Research indicates that fostering trust can empower employees, enhance loyalty, and facilitate knowledge sharing, which are essential for navigating change and achieving high performance. There are factors that influence organizational trust in an organisation; Open dialogue between management and employees fosters trust, as it encourages participation and addresses concerns directly (Westover, 2024). Leaders who inspire and support their teams contribute significantly to building trust, which in turn enhances job satisfaction (Le et al., 2024). Providing opportunities for professional growth reinforces trust, as employees feel valued and supported in their roles (Westover, 2024). While trust is generally seen as a cornerstone of effective organizational culture, it is important to note that in certain high-turnover industries, such as aviation, trust may not significantly reduce turnover intentions due to external factors influencing employee decisions (Yilmaz et al., 2024).

Dirks and Ferrin (2002) conducted a study to examine the effects of trust in leadership. They found that trust in leadership plays a crucial role in improving employee attitudes and behaviors, such as work satisfaction, organizational commitment, and performance. Their meta-analysis unveiled a robust correlation between trust in leadership and these outcomes, indicating that leaders who can develop trust with their people can anticipate substantial enhancements in organizational effectiveness.

The correlation between trust and employee engagement has also been a topic of interest. According to Costa (2003), trust in the workplace is a necessary condition for employee engagement. This means that employees are more likely to completely commit to their responsibilities when they have confidence in their leaders and the overall organizational environment. This commitment encompasses more than just work performance; it also includes innovation, discretionary effort, and advocacy for the company.

Trust extends beyond the relationship between employees and leaders to cover organizational trust, which includes employees' trust in the entire business, including its policies, procedures, and future direction. Gillespie and Mann (2004) highlighted the significance of organizational trust during periods of change, emphasizing that a strong degree of trust can reduce resistance to change and promote a more flexible workforce.

Recent study has started to investigate the intricate ways in which trust interacts with other organizational elements. Edmondson (1999) coined the term "psychological safety" to describe a type of trust between individuals that fosters open communication and encourages taking risks without the worry of facing adverse outcomes. Higher levels of invention, learning, and performance in teams have been associated with this idea.

In conclusion, Trust has a complex and varied role in businesses, impacting several outcomes such as employee engagement, job satisfaction, organizational change, and creativity. Therefore, executives who aim to improve organizational performance and employee well-being must prioritize the comprehension and development of trust inside their businesses.

1.2.1 The Relationship between Trust and Employee Engagement

The relationship between trust and employee engagement in organizational settings has received considerable focus in current research, highlighting the complex ways in which these concepts impact one another and contribute to the success of a company. Trust, defined as the confidence in the dependability, honesty, competence, or power of an individual or entity, plays a fundamental role in creating a favorable atmosphere for employee involvement.

Saks (2006) proposed that employee engagement, which encompasses cognitive, emotional, and behavioral aspects pertaining to individual role performance, is greatly impacted by the degree of trust people place in their organization and its leaders. This claim is substantiated by the concept that trust improves the psychological circumstances required for involvement, including emotions of security, worth, and capability (Kahn, 1990).

Albrecht and Travaglione (2003) conducted more research on this connection, proposing that confidence in leadership is a crucial precursor to employee engagement. Their research emphasized that leaders who are regarded as trustworthy, open, and consistent in their behaviors and decisions promote a greater degree of engagement among their staff. This can be related to the decreased ambiguity and peril linked to trusting relationships, which subsequently motivates employees to wholeheartedly commit to their responsibilities.

Furthermore, the significance of organizational trust, which refers to the confidence in the practices, policies, and stability of the company, has been recognized as a crucial determinant of employee engagement. According to Whitener et al. (1998), organizational trust promotes a feeling of safety and inclusion among employees, leading to increased levels of engagement. When employees have confidence in the organization's commitment to fairness and fulfillment of obligations, they are more inclined to demonstrate increased levels of discretionary effort, loyalty, and advocacy.

The mutual and reciprocal nature of the trust-engagement relationship is also worth mentioning. According to Robinson (2004), there is a positive relationship between employee engagement and the development and maintenance of confidence in a company and its leaders. This implies that trust and engagement have a mutually beneficial relationship, where they strengthen each other. Engaged employees, by virtue of their good experiences and relationships within the firm, foster a culture of trust, hence facilitating increased engagement within the workforce.

Current research has started to investigate the factors that mediate and moderate the relationship between trust and engagement. In their study, Zhu, Newman, Miao, and Hooke (2013) investigated how organizational identification mediates the connection between leader-member exchange (a measure of trust) and employee engagement. They discovered that establishing strong, trust-based relationships with leaders can increase employees' identification with the organization, leading to higher levels of engagement.

Ultimately, the connection between trust and employee engagement is intricate and mutually reinforcing. The establishment of trust in leaders and the business as a whole is of utmost importance in creating an atmosphere where employees feel secure, appreciated, and driven to actively participate in their responsibilities. In contrast, employees who are actively involved contribute to a culture of confidence, establishing a mutually beneficial cycle of positive reinforcement for both people and the organization as a whole.

1.3. Well-being

The importance of employee wellness, which includes both physical and psychological health, has been increasingly acknowledged as a crucial element in the performance of organizations. The diverse and complex character of well-being, encompassing factors such as job satisfaction, work-life balance, and mental health, plays a crucial role in determining employees' overall quality of life and their ability to actively participate in their work.

Grant, Christianson, and Price (2007) emphasized the significance of psychological wellness in the workplace, acknowledging its influence on job performance, contentment, and interpersonal connections. They claimed that psychological well-being is impacted by various aspects, such as job demands, social support, and autonomy, in line with the Job Demands-Resources (JD-R) model introduced by Bakker and Demerouti (2007). This concept posits that maintaining an equilibrium between the demands placed on employees in their jobs and the resources available to them is of utmost importance in promoting the health of employees and mitigating the risk of burnout.

The state of one's physical health is intricately connected to their mental health and overall level of employee involvement. Goetzel et al. (2004) showed that implementing physical health efforts in workplaces, such as wellness programs and ergonomic adjustments, not only promote physical health outcomes but also boost job satisfaction and productivity. These findings emphasize the interdependence of physical and psychological well-being in impacting employee engagement and organizational performance.

Employee well-being is significantly influenced by work-life balance, which has consequences for both individual well-being and organizational results. According to Greenhaus and Allen (2011), work-life balance is the degree to which a person is equally involved in and content with their job responsibilities and family responsibilities. Their study revealed a correlation between an absence of work-life equilibrium and heightened stress levels, diminished job contentment, and elevated intentions to leave a job. This underscores the importance for organizations to adopt policies and practices that facilitate employees in attaining a harmonious balance between their professional and personal lives.

Recent study has also examined the correlation between employee well-being and corporate culture. Research conducted by Schein (2010) has demonstrated that a positive organizational culture, which encompasses values such as trust, respect, and justice, has a favorable impact on the welfare of employees. This cultural paradigm promotes transparent communication, acknowledgment of employees, and the cultivation of purposeful tasks, all of which enhance overall well-being.

To summarize, the concept of employee well-being is a multifaceted concept that has a substantial influence on the overall success of an organization. The interaction between psychological and physical health, the balance between work and personal life, and the culture of a business emphasize the necessity of a comprehensive approach to well-being programs within companies. Further investigation is warranted to delve into these

connections and their consequences for both the well-being of employees and the achievement of corporate goals.

1.3.1 The Relationship between Well-being and Employee Engagement

The correlation between the welfare of employees and their level of engagement has been a central focus in organizational research, indicating an increasing acknowledgment of their interconnected influence on both organizational performance and individual contentment. Well-being, which includes both physical and psychological well, is now recognized as not only an individual obligation but also a crucial organizational resource that impacts and is impacted by the amount of employee engagement.

Schaufeli and Bakker (2004) defined employee engagement as a state of mind in which individuals experience good and rewarding emotions associated to their job. This state is marked by high levels of energy, commitment, and deep absorption in their tasks. They proposed that engagement is not solely an outcome of certain employment resources, such as social support and autonomy, but also a prelude to enhanced well-being, indicating a mutual relationship between these concepts.

The Job Demands-Resources (JD-R) model, introduced by Bakker and Demerouti (2007), offers a conceptual framework for comprehending this association. Based on the model, job resources have the potential to promote employee engagement, which can subsequently result in improved well-being by acting as a protective barrier against job demands. This paradigm emphasizes the importance of organizational initiatives in fostering resources that improve both engagement and well-being.

Harter, Schmidt, and Keyes (2003) empirically validated the correlation between well-being and engagement, illustrating that components of well-being, such as a sense of belonging and good emotions, are significantly linked to increased levels of employee engagement. Their findings indicate that the state of well-being plays a role in creating a work environment that fosters engaged and productive employees.

The examination of the influence of work-life balance, a crucial element of employee welfare, on engagement has also been investigated. According to Greenhaus and Beutell (1985), work-life balance refers to the degree to which a person is equally involved in and content with their work responsibilities and family responsibilities. Research has indicated that maintaining a good equilibrium between work and personal life is directly linked to higher levels of employee engagement. This is because it minimizes conflicts between work

and family responsibilities and improves overall job satisfaction (Allen, Herst, Bruck, & Sutton, 2000).

Current study has initiated an investigation into the intricate mechanisms by which well-being and involvement mutually impact one another. For example, Sonnentag (2003) emphasized the need of mentally disconnecting from work during time off as a critical element in the process of recuperation, which subsequently impacts both overall well-being and later levels of involvement. This implies that the capacity to detach oneself from work-related thoughts and activities during leisure time is advantageous for sustaining elevated levels of engagement and well-being.

Ultimately, the connection between employee health and engagement is marked by a dynamic interplay in which each element influences and strengthens the other. Implementing organizational policies and practices that foster employee well-being, such as offering flexible work arrangements, providing health and wellness programs, and adopting supportive management techniques, can significantly improve employee engagement. On the other hand, employees who are actively involved in their work are more likely to have a greater sense of overall well-being. Further investigation should persist in examining this mutual correlation, yielding valuable insights into efficacious tactics for fostering both employee welfare and involvement.

1.4. Job Satisfaction

Job satisfaction is a crucial concept in organizational behavior that represents the degree of happiness individuals experience in relation to their work. It includes factors such as the work environment, job responsibilities, interpersonal relationships, and compensation. The importance of job satisfaction resides in its tremendous influence on employee performance, turnover intentions, and overall organizational success.

Job satisfaction is a multifaceted construct that significantly influences organizational success, employee performance, and overall workplace morale. It encompasses various internal and external factors, including organizational culture, leadership, and employee well-being. Understanding these components is essential for organizations aiming to enhance job satisfaction and, consequently, their operational effectiveness.

There are factors that influence job satisfaction; A positive culture characterized by open communication, supportive leadership, and a sense of belonging is crucial for job satisfaction (Shahriar et al., 2024; Sinha, 2024). Inspirational leadership and supervisor support are

statistically significant predictors of job satisfaction, fostering an environment where employees feel valued (Shahriar et al., 2024). Factors such as work-life balance, professional development opportunities, and recognition programs contribute to employee well-being, which is closely linked to job satisfaction (Sri et al., 2024).

Job satisfaction serves as a mediator between organizational culture and employee performance, indicating that a positive culture enhances satisfaction, which in turn boosts performance (Raintung et al., 2024). Meanwhile, high job satisfaction correlates with lower turnover rates, emphasizing the importance of addressing employee needs and fostering a supportive work environment. While the focus on enhancing job satisfaction is critical, it is also essential to recognize that not all employees may respond uniformly to these initiatives. Individual differences in values and expectations can lead to varying levels of satisfaction, suggesting that a one-size-fits-all approach may not be effective.

Herzberg's Two-Factor Theory, developed by Herzberg, Mausner, and Snyderman in 1959, established the fundamental structure for comprehending job satisfaction. It differentiates between hygiene factors, such as salary and work conditions, and motivators, such as recognition and achievement, in their impact on employee satisfaction and motivation. Herzberg suggests that hygienic elements help minimize unhappiness, but actual job satisfaction is mostly influenced by motivators.

In his Range of Affect Theory, Locke (1976) enhanced the understanding of job satisfaction by proposing that it is influenced by a disparity between an employee's expectations and the actual rewards they receive from their employment. This approach emphasizes the subjective aspect of job satisfaction and its dependence on individual expectations and perceptions.

The correlation between job satisfaction and employee performance has been thoroughly investigated, as evidenced by Judge, Thoresen, Bono, and Patton's (2001) meta-analysis, which established a moderate yet favorable association between these two variables. This discovery implies that increased job happiness is linked to enhanced job performance, however the causality of this correlation can be variable.

Job satisfaction is an important factor in keeping employees, as Tett and Meyer (1993) have emphasized the ability of job satisfaction to predict turnover intentions. According to their research, job unhappiness is a key factor that motivates individuals to quit an organization, highlighting the significance of addressing job satisfaction in order to decrease turnover rates. Denison (1990) has demonstrated that a robust and affirmative company culture, characterized by shared values, beliefs, and practices, can augment job satisfaction. The

connection between employees and the organization is influenced by the feeling of belonging and shared commitment to corporate objectives that a positive culture cultivates.

Recent studies have begun to study the subtle aspects impacting job happiness, including work-life balance, autonomy, and employee engagement. Clark (2001) discovered that there is a substantial correlation between work-life balance and job satisfaction. Specifically, people who are able to create a sufficient balance between their work and personal life tend to report greater levels of job satisfaction.

In conclusion, Job satisfaction is a complex concept that is affected by various aspects, such as work attributes, corporate culture, and personal aspirations. The importance of job satisfaction in enterprises is highlighted by its influence on employee performance, retention, and overall organizational health. Further investigation is warranted to examine the intricate relationship between job happiness and other organizational factors, with the aim of gaining valuable knowledge on successful interventions that might enhance employee satisfaction and productivity.

1.4.1. The Relationship between Job Satisfaction and Employee Engagement

The correlation between job satisfaction and employee engagement has garnered significant attention in organizational research due to the important influence both concepts have on workplace dynamics and results. Job satisfaction refers to the emotional attitude that employees have towards their work, whereas employee engagement is defined by enthusiasm, commitment, and complete involvement in one's work (Schaufeli, Bakker, & Salanova, 2006). Gaining insight into the interaction between these concepts is crucial for formulating tactics to improve both personal and institutional effectiveness.

Saks (2006) proposed that employee engagement and job satisfaction are interconnected yet separate concepts, where engagement signifies a more proactive and dynamic level of involvement in one's work. His research indicated that job satisfaction and engagement are positively correlated, but engagement had a more robust association with favorable work outcomes, such as job performance and intention to stay.

Harter, Schmidt, and Hayes (2002) presented empirical findings that substantiate the connection between job satisfaction and employee engagement. Their research demonstrates that several aspects of engagement, such as having a clear understanding of one's function and being supplied with opportunities for growth, can predict levels of job satisfaction. Their

discoveries emphasize the significance of involving work environments in promoting overall job contentment among employees.

The Job Demands-Resources (JD-R) model, introduced by Bakker and Demerouti (2007), provides a conceptual framework for comprehending the connection between job satisfaction and engagement. Based on the paradigm, workplace resources such as social support and autonomy can enhance both engagement and contentment by meeting fundamental human needs. Conversely, job demands like workload can diminish engagement and pleasure if not effectively handled.

Current research has initiated an investigation into the intricate mechanisms by which job happiness and engagement mutually impact one another. Shuck and Wollard (2010) investigated how job satisfaction acts as a mediator between employee engagement and work performance. They proposed that engagement can result in increased job satisfaction, which then leads to improved performance results.

Furthermore, the influence of organizational culture on the relationship between job satisfaction and engagement has been acknowledged. Denison (1990) has shown that a favorable organizational culture can improve both satisfaction and engagement by fostering a feeling of belonging and alignment with the values of the organization.

To summarize, the connection between job happiness and employee engagement is intricate and diverse, with each element impacting and strengthening the other. Implementing efficient organizational methods that optimize job resources and successfully handle job demands can promote employee engagement and satisfaction, resulting in favorable outcomes for both individuals and the company. Subsequent investigations should persist in examining this interaction, offering additional understanding of how firms might establish work cultures that foster both contentment and involvement.

1.5. Factors Contributing to High Employee Engagement, Trust, Well-being, and Job Satisfaction

The interaction of employee engagement, trust, well-being, and job satisfaction is crucial in determining the success of an organization and the fulfillment of its employees. Comprehending the elements that lead to these favorable workplace results is crucial for firms striving to cultivate a productive, dedicated, and content staff.

Employee engagement, which is defined as the state of being actively involved and committed to work, is impacted by a range of organizational characteristics. Schaufeli, Bakker, and Salanova (2006) identified employment resources such as autonomy, feedback, and opportunity for professional development as crucial factors that generate engagement. Kahn (1990) emphasized the importance of psychological safety, meaningfulness, and availability in promoting employee engagement. He suggested that when people feel valued, encouraged, and empowered to express their authentic selves at work, their levels of engagement increase.

Trust is essential in the workplace, especially when it comes to trusting the leaders. It significantly impacts employee engagement and satisfaction. According to Dirks and Ferrin (2002), confidence in leaders is linked to favorable employee attitudes and behaviors, such as heightened commitment and decreased inclinations to leave the organization. Mayer, Davis, and Schoorman (1995) established competence, benevolence, and integrity as fundamental elements of trust. They suggested that leaders who exhibit these attributes can cultivate a work environment that is characterized by trust and active involvement.

The wellness of employees, which includes their physical, emotional, and psychological health, is strongly connected to their level of engagement and job satisfaction. The Job Demands-Resources (JD-R) model, developed by Bakker and Demerouti in 2007, suggests that maintaining a balance between the demands and resources of a job is essential for preserving employee wellness and avoiding burnout. Grant, Christianson, and Price (2007) emphasized the significance of supportive management and positive social ties in the workplace for improving employee well-being.

Job satisfaction is affected by various aspects, such as the characteristics of the job, remuneration, the balance between work and personal life, and acknowledgment. Herzberg's Two-Factor Theory (Herzberg, Mausner, & Snyderman, 1959) differentiates between hygiene factors and motivators when assessing job satisfaction. It proposes that while some factors can prevent dissatisfaction, genuine satisfaction comes from engaging work, acknowledgment, and chances for personal development. Locke (1976) expanded on this concept by proposing that job satisfaction arises from the perceived disparity between one's expectations and the actual outcomes received from the job.

Recent studies have started investigating the link between these concepts. Shuck and Wollard (2010) investigated how work satisfaction acts as a mediator between employee engagement and performance. They proposed that engagement can result in increased job satisfaction, which then leads to improved performance results. In the same vein, Sonnentag (2003)

emphasized the significance of mentally disengaging from work during periods of non-work as a critical element in the process of recuperation, which impacts both overall well-being and subsequent levels of involvement.

Perceived organizational support (POS) refers to employees' beliefs about how much their organization values their contributions and cares about their well-being. Research has demonstrated that high levels of POS enhance employee engagement by fostering a sense of belonging and commitment to the organization (Wang et al., 2017). POS also strengthens an employee's motivation to excel by reinforcing their sense of value and providing them with resources needed for job performance (Yongxing et al., 2024). Studies indicate that employees who perceive high organizational support are more likely to exhibit positive attitudes, resilience, and persistence in the face of challenges (Yang et al., 2020). This supportive environment contributes to vigor and dedication, essential dimensions of engagement as defined by the Utrecht Work Engagement Scale (Schaufeli & Bakker, 2004). Recent findings also suggest that POS acts as a buffer against job-related stressors, further fostering engagement. For example, a study by Dai and Qin (2016) showed that POS can mitigate the impact of high job demands on employees by providing psychological resources, which strengthens employees' commitment and job satisfaction. Furthermore, POS has been linked to reduced turnover intentions and an increase in organizational citizenship behaviors, where employees engage in discretionary actions that benefit the organization (Shantz et al., 2016; Köse, 2016). These findings highlight the centrality of POS in the workplace, as it not only drives engagement but also enhances organizational effectiveness through improved employee morale and loyalty.

Organizational identification, the degree to which employees align their identity with the organization, has been increasingly recognized as a mediator that enhances engagement when POS is high. Organizational identification can reinforce an employee's sense of purpose and connection to the organization, thereby increasing their willingness to exert extra effort. This effect is particularly pronounced when employees perceive high organizational prestige and shared values within their workplace (Ellemers et al., 2018; Dai & Qin, 2016). The interaction between POS and organizational identification creates a culture of mutual respect and recognition, where employees feel more committed to organizational goals (Zappalà et al., 2019).

Research further shows that employees with strong organizational identification are more resilient to change and adaptable to organizational challenges, as they perceive their efforts as aligned with the organization's success (Wang et al., 2017). These employees are more likely

to adopt a problem-solving approach, maintaining high engagement even in demanding situations. In contrast, when identification is weak, employees tend to experience greater role ambiguity and stress, leading to disengagement (Karanika-Murray et al., 2015).

Trust in leadership is foundational for fostering a work environment where employees feel safe, respected, and supported. Leaders who demonstrate integrity, consistency, and open communication encourage employees to engage fully in their roles, promoting a positive feedback loop of trust and engagement (Ellemers et al., 2018; Shantz et al., 2016). Psychological safety, a climate in which employees feel safe to take risks without fear of negative repercussions, further strengthens this relationship by enabling employees to express ideas and collaborate more effectively (Edmondson, 1999). Trust in leadership also helps reduce feelings of isolation and builds morale, especially in high-stress environments where employees rely on their leaders for guidance (Köse, 2016).

The influence of trust extends to reducing work-related stress and boosting job satisfaction. Leaders who prioritize transparency and empathy can mitigate the negative impact of high job demands, providing a sense of stability that enhances engagement (Vigoda-Gadot & Talmud, 2010). This trust fosters a psychologically supportive workplace, which has been shown to increase employee commitment and reduce turnover rates (Shuck & Wollard, 2010).

Work-life balance plays a pivotal role in determining an employee's level of engagement and overall job satisfaction. Flexible work arrangements and policies that allow employees to balance their work and personal life have become increasingly significant, especially in the context of remote work (Alcover et al., 2018). Research shows that employees who experience high work-life balance are less likely to experience burnout and more likely to be engaged, as they have the energy and motivation to perform well at work (Greenhaus & Allen, 2011). A study by Shantz et al. (2016) found that work-life balance was directly related to job satisfaction and engagement, as it enabled employees to manage their responsibilities more effectively, promoting a proactive and positive approach to their work. Furthermore, work-life balance reduces the likelihood of job dissatisfaction and turnover intentions, as employees with greater control over their schedules tend to exhibit higher organizational commitment. This aspect is especially relevant for employees with demanding jobs or personal commitments, where flexibility reduces stress and promotes engagement (Karanika-Murray et al., 2015).

The broader organizational culture, including psychosocial factors such as social support, fair treatment, and recognition, contributes significantly to employee engagement. Supportive work cultures that prioritize inclusivity and fairness help employees feel valued and respected, leading to higher engagement levels (Vigoda-Gadot & Talmud, 2010). Employees in positive workplace cultures are more likely to engage in behaviors that align with organizational goals, such as collaboration, innovation, and proactive problem-solving (Köse, 2016; Wang et al., 2017).

Recognition and career advancement opportunities further support engagement by allowing employees to feel that their contributions are valued and that they have growth potential within the organization. This aligns with findings by Karanika-Murray et al. (2015), who emphasize that employees who feel acknowledged and supported exhibit higher engagement and job satisfaction. Additionally, employees are more likely to stay with organizations where these psychosocial factors are actively promoted, resulting in improved organizational loyalty and performance.

Engaged employees contribute significantly to organizational performance by displaying higher levels of productivity, innovation, and customer service. Research indicates that engaged employees have a positive impact on business outcomes, including profitability and customer satisfaction, as they are more motivated and aligned with the company's strategic objectives (Yang et al., 2020). Engaged employees are also more likely to promote a positive work environment, which can improve overall team morale and reduce absenteeism (Yongxing et al., 2024). In turn, this culture of engagement drives higher organizational performance, as employees work collaboratively to achieve shared goals.

Ultimately, the levels of employee engagement, trust, well-being, and job satisfaction are shaped by an intricate interaction of several organizational elements, such as job resources, leadership attributes, work-life equilibrium, and acknowledgment. Organizations that give priority to these characteristics can establish an atmosphere that fosters both exceptional performance and employee satisfaction and welfare.

1.6. Challenges and Barriers Faced in Instituting High Employee Engagement, Trust, Well-being, and Job Satisfaction In Companies

Implementing optimal levels of employee engagement, trust, well-being, and job satisfaction inside enterprises is accompanied by various difficulties and obstacles. These challenges arise

from several factors, including as company culture, leadership styles, and external pressures. These factors can greatly influence the success of efforts to improve workplace outcomes.

The dominant organizational culture poses a significant obstacle in promoting high levels of employee engagement and happiness. Schein (2010) highlighted the significant impact of deeply rooted cultural norms and values on the creation of favorable or unfavorable employment conditions. Cultures that place a higher emphasis on competition rather than collaboration may hinder the development of trust and engagement among employees. Likewise, cultures that are not open to change may face difficulties in implementing well-being initiatives that necessitate changes in organizational practices and attitudes.

Leadership is crucial in influencing how employees perceive trust and engagement. Nevertheless, leadership styles that prioritize control and micromanagement have the potential to diminish trust and hinder employee engagement (Bass & Avolio, 1994). Leaders who lack empathy, integrity, and transparency may struggle to foster a trusted and engaged workforce, as these attributes are essential for establishing effective leader-employee connections.

Efficient communication is crucial for establishing trust and involvement, yet, numerous businesses encounter substantial obstacles to communication. These obstacles can encompass hierarchical frameworks that hinder the transmission of information, absence of lucidity in roles and expectations, and insufficient systems for providing feedback (Men, 2014). These obstacles might result in misinterpretations, diminished confidence, and less employee involvement.

Attaining a harmonious equilibrium between work and personal life is becoming progressively more difficult in contemporary, high-speed work settings. Overwhelming workloads, rigid work schedules, and the erosion of boundaries between work and home life can result in burnout and diminished job satisfaction (Greenhaus & Beutell, 1985). Organizations that neglect to tackle these concerns may encounter difficulties in upholding elevated levels of employee welfare and contentment.

Deploying programs and initiatives aimed at improving employee well-being and engagement typically necessitates substantial resources. Financial limitations, restricted availability of specialized knowledge, and insufficient infrastructure can present significant obstacles to the successful execution of such endeavors (Bakker & Demerouti, 2007). Organizations, especially small and medium-sized enterprises, may encounter difficulties in allocating the required resources to implement extensive well-being and engagement programs.

Efforts to improve employee engagement and well-being can be influenced by external variables such as economic instability, competition within the business, and improvements in technology. The aforementioned pressures can result in work insecurity, heightened stress levels, and swift modifications in job responsibilities and prerequisites, all of which can have an adverse impact on employee happiness and engagement (Schaufeli & Bakker, 2004).

To summarize, although the advantages of having highly engaged employees, trust, well-being, and job satisfaction are well supported by evidence, businesses have several obstacles and difficulties in attaining these results. To tackle these difficulties, a comprehensive approach is needed, taking into account the distinct cultural, structural, and external elements that impact each business. Further investigation should focus on identifying and developing successful methods to overcome these obstacles, equipping firms with the necessary resources to establish work environments that are more captivating, reliable, and fulfilling.

2. METHODOLOGY FOR THE IMPACT OF EMPLOYEE ENGAGEMENT, TRUST, AND WELL-BEING ON JOB SATISFACTION

The first section of this chapter presents the methodologies used to gather and analyse data in the research on the factors that influence employee engagement, trust, well-being and corporate results. Furthermore, it addresses the issues about the study's organizational framework. The second half of the chapter is dedicated to the exposition of the research instrument.

2.1. Research Methods and Their Application

The aim of this work is to make a model of the relationship between employee engagement, trust, and well-being and its impact on job satisfaction. The methods of theoretical analysis, empirical research, and statistical analysis were used to achieve the goal.

Empirical research method: The questionnaire survey research approach was used. This type of inquiry was chosen in the context of past studies by Schaufeli and Bakker (2004), Tzafrir & Dolan, (2004), Zheng, et al. (2015), Montuori et al, (2022), to determine the relationship between employee engagement, trust, and well-being and its impact on job satisfaction.

Research object: Employee engagement, Trust, Well-being, and job satisfaction.

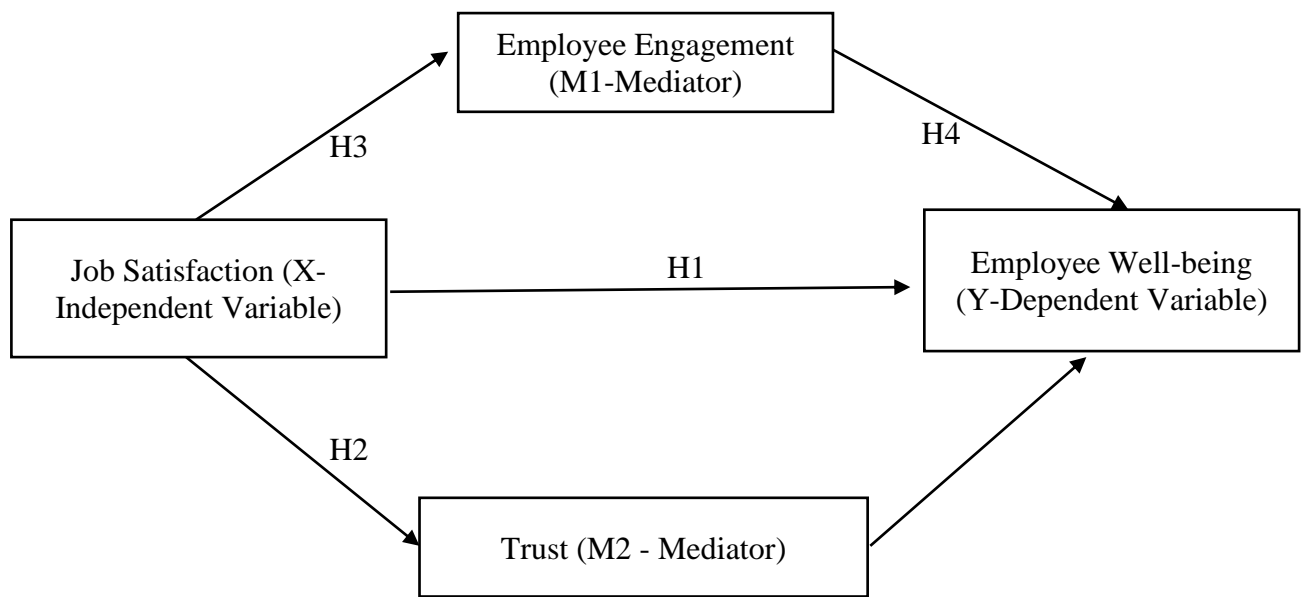
Research Aim: The aim of this study is to examine the relationship between employee engagement, trust, and well-being, and their combined impact on job satisfaction in an organization. To discover the main characteristics that drive job satisfaction and propose practical solutions to improve total employee satisfaction.

Research tasks:

1. Identify the respondents' perception of Employee engagement, trust, well-being, and job satisfaction, using a structured questionnaire survey method.
2. Evaluate the relationship between employee engagement, trust, well-being on job satisfaction.

Variables of the research: To conduct the empirical research, one independent variable (X), 2 mediators (M1 and M2) and a dependent variable (Y) were selected, corresponding to the following constructs: X – Job Satisfaction; M1 – Employee Engagement; M2 – Trust, Y – Employee Well-being (See Research Model, Figure 1).

Fig. 1. Research Model



Source: Created by the author.

The following hypotheses were formulated for the research:

2.1.1. H1 Job Satisfaction is Positively Related to Employee Engagement

Job happiness and employee engagement are strongly linked, with job satisfaction being considered a precursor to increased levels of employee engagement. Employee engagement is a measure of the level of enthusiasm, dedication, and extra effort that employees invest in their work and their commitment to the firm. According to Saks (2006), when employees experience job satisfaction, they are more inclined to demonstrate engagement, which involves excitement and dedication.

Studies have demonstrated that job satisfaction plays a crucial role in fostering employee engagement. Kahn (1990) suggested that persons who perceive their occupations as gratifying and satisfying are more inclined to engage wholeheartedly in their responsibilities. The immersion in question, which is distinguished by its energy, commitment, and complete involvement, is a defining characteristic of employee engagement. In addition, Schaufeli and Bakker (2004) discovered that job satisfaction increases employee engagement by improving their positive views towards their work and decreasing burnout and disengagement.

Furthermore, employees who are content are more inclined to have favorable emotions and attitudes, which promote a proactive and enthusiastic approach to their job. According to Harter, Schmidt, and Hayes (2002), this favorable emotional condition enhances employees'

involvement, leading to improved performance and increased production. Thus, the theory and empirical evidence strongly support the idea that there is a positive relationship between job satisfaction and employee engagement. This emphasizes the significance of job satisfaction in fostering a workforce that is highly engaged.

2.1.2. H2 Trust Mediates the Relationship between Job Satisfaction and Employee Well-being

Trust is an essential factor that influences the connection between work satisfaction and employee well-being in a business. Trust can be defined as the confidence in the dependability, veracity, or competence of the organization and its leaders. When employees possess a substantial amount of trust in their business, they are more inclined to experience a sense of support and appreciation, hence enhancing the favorable impact of job satisfaction on their overall well-being (Dirks & Ferrin, 2002).

Studies suggest that trust amplifies the influence of job satisfaction on well-being by fostering a more favorable and stable work atmosphere. Costa, Roe, and Taillieu (2001) found that there is a positive correlation between trust in management and the psychological well-being of employees. Trust is beneficial because it decreases ambiguity and tension, allowing employees to fully experience job satisfaction, including feelings of achievement and pleasure with their work (Mayer & Gavin, 2005).

Moreover, trust has the capability to mitigate the adverse consequences of job unhappiness. When job satisfaction is poor, having a high level of trust might help reduce negative effects on well-being by giving employees a feeling of stability and support (Salamon & Robinson, 2008). Therefore, trust not only enhances the positive correlation between job satisfaction and well-being but also serves as a safeguard against any adverse consequences. The presence of this moderating effect highlights the significance of cultivating a trustworthy atmosphere in order to improve the overall well-being of employees.

2.1.3. H3 Job Satisfaction is positively related to Employee Well-being

Job satisfaction is a crucial factor in determining the well-being of employees since it represents an individual's overall happiness with their employment and work environment. Multiple studies have repeatedly shown a strong connection between job satisfaction and other aspects of well-being. Wright and Cropanzano (2000) contended that employees who have higher job satisfaction are more likely to report improved psychological well-being,

which includes reduced levels of stress and anxiety. The relationship is backed by the job demands-resources model, which suggests that job satisfaction, as a beneficial job resource, can strengthen employees' ability to cope with job demands, therefore enhancing their overall well-being (Demerouti et al., 2001). Furthermore, research has demonstrated that job satisfaction has a role in both the emotional and intellectual dimensions of overall well-being. Affective well-being refers to the emotional reactions that employees have towards their employment, whereas cognitive well-being involves the assessment of one's job and overall happiness with life (Judge & Watanabe, 1993). Empirical research indicates that job satisfaction has a considerable impact on both positive emotions and overall life satisfaction (Harter, Schmidt, & Keyes, 2002). Therefore, there is significant theoretical and empirical evidence to support the hypothesis that job satisfaction is positively correlated with employee well-being.

2.1.4. H4 Employee Engagement mediates the relationship between Job Satisfaction and Employee Well-being

Employee engagement refers to a good and rewarding mental state that employees have in relation to their work. It is characterized by vigor, dedication, and absorption, and is directly connected to employee well-being. When employees are deeply committed, they are more inclined to encounter happy emotions and a superior level of satisfaction in their workplace, hence enhancing their entire state of well-being (Schaufeli, Bakker, & Salanova, 2006). Engaged employees typically experience a heightened feeling of purpose and accomplishment, leading to improved psychological and emotional well-being.

Multiple studies repeatedly demonstrate that active involvement and participation significantly contribute to different aspects of overall well-being. For instance, Bakker, Schaufeli, Leiter, and Taris (2008) discovered that employees who are actively involved in their work experience greater levels of happiness and life satisfaction, while also experiencing lower levels of stress and burnout. The reason for this is that engagement cultivates a favorable work atmosphere in which employees have a sense of vitality and connection to their tasks, resulting in enhanced mental health and overall well-being (Hakanen, Schaufeli, & Ahola, 2008).

Moreover, people who are actively involved in their work are more inclined to have favorable social interactions in the workplace, leading to an improvement in their overall well-being. According to Rich, Lepine, and Crawford (2010), engagement promotes improved

connections with coworkers and supervisors, resulting in a supportive and satisfying work environment. The social component of engagement is vital in improving employees' well-being through the provision of emotional support and the cultivation of a sense of belonging. At the end of the literature analysis, a summarizing research model (Fig. 4) describing the influence of variables on employee results is presented. The constructs used in the study are listed in Table 1.

Table 1. Definitions of quantitative research constructs and measurement scales

Constructs	Theoretical definition	Survey
Employee Engagement	Employee engagement is defined as the level of an employee's psychological investment in their organization. (Schaufeli et al, 2002)	The Utrecht Work Engagement (UWES-17) Scale is used to determine the concept of employee work engagement. Scale: 17 statements.
Trust	Trust is the state of being willing to expose oneself to the activities of another party, with the belief that the other party will carry out a specific action that is significant to the one who trusts, regardless of the ability to see or control the other party (Mayer, Davis, & Schoorman, 1995).	The Tzafir & Dolan's Trust Questionnaire is used to determine the level of trust an employee feels in their organization. Scale: 16 statements.
Well-being	Employee well-being is defined as a comprehensive state encompassing the physical, psychological, and social aspects of an employee's life within the workplace. It reflects an employee's overall health, happiness, and satisfaction with their work environment, job role, and work-life balance. Employee well-being includes factors such as job stress, work engagement, job satisfaction, and the quality of interpersonal relationships at work (Grant, Christianson, & Price, 2007).	The Employee Well Being Scale developed by Zheng at al., is used to measure the level of employee well-being. Scale: 18 statements.

Job Satisfaction	Job satisfaction is defined as the degree to which employees experience contentment with their occupations, including their attitudes and emotions towards their work. Job satisfaction is a crucial measure of how much pleasure or happiness a person derives from their work and is widely recognized as a significant indication of overall occupational well-being. (Spector, 1997)	The KAP (Knowledge, Attitude & Practices) Survey Questionnaire is used to analyze behaviors toward job satisfaction. Scale: 16 statements.
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Source: Created by the author.

The study examines the entire population and the sample within it. The survey is designed to assess the impact on Liberian employees, considering the number of employees in Liberian companies, estimated at approximately 2.5 million ("World Bank Open Data," 2023). The formula employed to calculate the required sample size is:

$$n = \frac{Z^2 \cdot p \cdot (1 - p)}{e^2}$$

Where $Z = 1.96$ (corresponding to a 95% confidence level), $p = 0.5$ (assumed population proportion to maximize sample size), and $e = 0.052$ (adjusted margin of error). Given the population size of 2.5 million employees and aiming for a survey reliability with a 5.21% error margin, a sample size of 300 respondents was determined to be sufficient for the study. This sample size ensures the reliability and validity of the survey results within the context of the Liberian employment sector.

Research stages:

1. Preparation of research methodology: research problem, object, goal, tasks, research method, hypotheses, respondent, and necessary research sample.
2. Compilation of a questionnaire.
3. Carrying out empirical research.
4. Analysis, systematization, and evaluation of research data.
5. Summary of research results.
6. Presentation of conclusions and recommendations.

Method of statistical analysis. The data obtained from the empirical investigation will be analyzed using the statistical analysis software program - SPSS. A descriptive statistical

analysis was performed to examine the social and demographic data of the survey participants. This analysis involved determining the percentage distribution of respondents based on their gender, age, education, occupation, work experience, work environment, and location. In order to determine the statistical significance of the parameters under investigation, a confidence level of $\alpha = 0.05$ and a significance level of $p < 0.05$ were selected. To assess the coherence and accuracy of the statements in a questionnaire and their alignment with the research value, the consistency of the statements in the group was examined using the Cronbach's alpha coefficient.

2.2. Research Design and Method

To get primary data, the major data gathering method chosen was a survey methodology, namely a questionnaire. Surveys are employed to collect data that will aid research teams in multiple areas, including sample selection, question formulation, and theme determination. This strategy is quite effective in extracting a substantial amount of information from many sources. The choice of participants might be based on several criteria, such as gender, age, ethnicity, sexual orientation, socioeconomic status, and demographic surveys. Story and Tait (2019) state that these questions are commonly introduced at the start of the survey.

Furthermore, the primary data collection will employ a cross-sectional temporal framework. As a result, data is gathered concurrently from a wide variety of individuals. Longitudinal studies, in contrast to cross-sectional studies, collect data from the same individuals over an extended period of time. This approach is particularly pertinent to the present investigation, as it centers on a distinct cohort of individuals who possess a common attribute (Thomas 2022).

The goal is to verify the proposed hypotheses by a quantitative survey. This strategy is typically chosen when there is a requirement to analyze the theoretical inquiries posed during the research or the observations that depend on individuals' personal characteristics, traits, interests, and so on. The goal of quantitative survey methodologies is to attain a greater sample size within a shorter timeframe. The survey is conducted using a pre-established research tool, which helps organize the data collected from the participants in a methodical manner (Espadoto et al., 2021).

2.3. Research Instrument

Four components made up the questionnaire, totalling 67 questions, 17 for employee engagement from The Utrecht Work Engagement (UWES) Scale (Schaufeli and Bakker, 2004), 16 for employee trust from The Tzafrir & Dolan's Trust Questionnaire (Tzafrir & Dolan, 2004), 18 for well-being from The Employee Well Being Scale developed by Zheng et al., (Zheng, et al., 2015) and the remaining 16 for job satisfaction from The KAP (Knowledge, Attitude & Practices) Survey Questionnaire (Montuori et al, 2022).

The questionnaire was developed and sent to over 300 participants, of which 300 responded and this data was conveniently exported immediately to the SPSS (Statistical Package of Social Sciences) program, which will be used for further calculations and analysis. In the below, we will separately review the theoretical aspects of the selection of these questionnaires and learn more about the structure of the questionnaires.

The initial set of inquiries pertains to the social and demographic information of the respondents in the survey: The following categories are: gender, age, education, occupation, work experience, work environment, and location.

The Utrecht job Engagement (UWES-17) Scale is utilized to assess the phenomenon of employee job engagement. The questionnaire evaluates three aspects of employee work engagement. These aspects encompass: There are 6 items that promote vigor, which is characterized by high levels of energy, resilience, and a strong willingness to invest effort. These items help individuals avoid fatigue and persist in the face of difficulties. Additionally, there are 5 items that promote dedication, which involves deriving a sense of significance from one's work, feeling enthusiastic and proud about it, and being inspired and challenged by it. Lastly, there are 6 items that promote absorption, which is the state of being completely and happily immersed in one's work, making it difficult to detach oneself from it. In this state, time passes quickly and one forgets about everything else around them. The authors of the study are Schaufeli, Salanova, González-Romá, and Bakker (2002a). It consists of 17 statements, which are assessed using Likert's seven-point scale: 1 - "Never, 2 - "Almost Never, 3 - "Rarely, 4 - " Sometimes, 5- "Often, 6 -" Very Often, and 7 - "Always". The validity and reliability of the questionnaire has already been examined in the aforementioned article.

Table 2. The Utrecht Employee Work Engagement (UWES-17) Scale.

Dimensions	Questions	Cronbach Alpha Score

Vigor Items	<ol style="list-style-type: none"> 1. At my work, I feel bursting with energy. 2. At my job, I feel strong and vigorous. 3. When I get up in the morning, I feel like going to work. 4. I can continue working for very long periods at a time. 5. At my job, I am very resilient, mentally. 6. At my work I always persevere, even when things do not go well 	0.83
Dedication Items	<ol style="list-style-type: none"> 1. I find the work that I do full of meaning and purpose. 2. I am enthusiastic about my job. 3. My job inspires me. 4. I am proud of the work that I do. 5. To me, my job is challenging 	0.92
Absorption Items	<ol style="list-style-type: none"> 1. Time flies when I'm working. 2. When I am working, I forget everything else around me. 3. I feel happy when I am working intensely. 4. I am immersed in my work. 5. I get carried away when I'm working. 6. It is difficult to detach myself from my job. 	0.82

Source: Schaufeli and Bakker (2004)

The Tzafrir & Dolan's Trust Questionnaire (Tzafrir & Dolan, 2004), was utilized for measurement. The current study utilized a set of sixteen questions to assess employee trust. It is freely available online, and permission is granted to use the methodology for non-commercial purposes free of charge. The construct of trust in employment relationships was ultimately refined to entail three dimensions: Harmony (Harmony pertains to the establishment of trust inside the employment relationship system, encompassing a blend of abilities, emotions, beliefs, goals, and principles), Reliability (Reliability, as an element of trust, is the use of systematic and consistent procedures and behaviors. This creates an obligation for one party to uphold and fulfill agreements and obligations to the other), and Concern (The concept of trust involves having a favorable attitude and intentions towards safeguarding and enhancing the reputation of the party being trusted). It consists of 16 statements, which are assessed using Likert's five-point scale: 1 - "Strongly Disagree, 2 - "Disagree, 3 - "Neutral, 4 - " Agree, and 5 - "Strongly Agree". The validity and reliability of the questionnaire has already been examined in the aforementioned article.

Table 3. The Tzafrir & Dolan's Trust Questionnaire

Dimensions	Questions	Cronbach Alpha Score
Harmony	<ol style="list-style-type: none"> 1. Managers'/employees' needs and desires are very important to employees/managers. 2. I can count on my employees/managers to help me if I have difficulties with my job. 3. Employees/managers would not knowingly do anything to hurt the organization. 4. My employees/managers are open and up front with me. 5. I think that the people in the organization succeed by stepping on other people. 	0.80
Concern	<ol style="list-style-type: none"> 1. Employees/managers will keep the promises they make. 	

	<ol style="list-style-type: none"> 2. Employees/managers really look out for what is important to the managers/employees. 3. Employees/managers have a lot of knowledge about the work that needs to be done. 4. Employees/managers are known to be successful in the things they attempt to accomplish. 5. If I make a mistake, my employees/managers are willing to “forgive and forget.” 6. Employees’/managers’ actions and behaviors are not consistent. 	0.81
Reliability	<ol style="list-style-type: none"> 1. Employees/managers take actions that are consistent with their words. 2. It is best not to share information with my employees/managers. 3. There is a lot of warmth in the relationships between the managers and workers in this organization. 4. Employees/managers would make personal sacrifices for our group. 5. Employees/managers express their true feelings about important issues. 	0.88

Source: Tzafrir & Dolan, 2004

The Employee Well-Being Scale developed by Zheng et al. (2015), is used to measure the level of employee well-being in an organization. According to their research, employee well-being involves three basic aspects: life, work, and psychological well-being in both work and

life aspects. The questionnaire assesses 3 dimensions of employee well-being, these dimensions include: 6 life well-being questions, 6 work well-being questions, and 6 psychological well-being questions (Zheng et al. 2015). It consists of 18 statements, which are assessed using Likert's five-point scale: 1 - "Strongly Disagree, 2 - "Disagree, 3 - "Neutral, 4 - " Agree, and 5 - "Strongly Agree". The validity and reliability of the questionnaire has already been examined in the aforementioned article.

Table 2. The Employee Well-Being Scale.

Dimensions	Questions	Cronbach Alpha Score
Life Well-Being	<ol style="list-style-type: none"> 1. I feel satisfied with my life. 2. I am close to my dream in most aspects of my life. 3. Most of the time, I do feel real happiness. 4. I am in a good life situation. 5. My life is very fun. 6. I would hardly change my current way of life in the afterlife 	0.93
Work Well-Being	<ol style="list-style-type: none"> 1. I am satisfied with my work responsibilities. 2. In general, I feel fairly satisfied with my present job. 3. I find real enjoyment in my work. 4. I can always find ways to enrich my work. 5. Work is a meaningful experience for me. 6. I feel basically satisfied with my work achievements in my current job. 	0.92
Psychological Well-Being	<ol style="list-style-type: none"> 1. I feel I have grown as a person. 2. I handle daily affairs well. 	

	3. I generally feel good about myself, and I'm confident. 4. People think I am willing to give and to share my time with others. 5. I am good at making flexible timetables for my work. 6. I love having deep conversations with family and friends so that we can better understand each other.	0.88
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Source: Zheng et al., 2015

The next set of questions utilized a set of eighteen questions from The KAP (Knowledge, Attitude & Practices) Survey Questionnaire and is used to analyze behaviors toward job satisfaction. It consists of 16 statements, which are assessed using Likert's four-point scale: 1 - "Yes, 2 - "Often, 3 - "Sometimes, 4 - " Never. The validity and reliability of the questionnaire has already been examined in the aforementioned article.

Table 3. The KAP (Knowledge, Attitude & Practices) Survey Scale.

Dimensions	Questions	Cronbach Alpha Score
Job Satisfaction	1. Are you satisfied about your work life and find it fulfilling? 2. Have you got troubles performing your daily duties? 3. Do you manage to have a social life? 4. Have you got trouble sleeping? 5. Have you got trouble with transportation, reaching your workplace? 6. Do you drink alcohol after work? 7. Do you receive pressure or intimidation from a superior? 8. Do you think your workload is	

	<p>overwhelming?</p> <p>9. Do you have trouble focusing at work?</p> <p>10. Do you lose your temper if an unexpected event happens?</p> <p>11. Do you wake up unhappy to go to work?</p> <p>12. Have you got the feeling of being stuck in a job with no career opportunities?</p> <p>13. Do you skip work for health problems?</p> <p>14. Do you hang out with your colleagues outside the office?</p> <p>15. Do you feel fairly rewarded for the work you contribute to your organization?</p> <p>16. Do you believe your job/company utilizes your skills and abilities well?</p>	0.83
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Source: Montuori et al, 2022.

The developed research tool should enable the understanding of the characteristics of the study participants, such as their gender, age, education level, and position, and how they are distributed. The demographic and socioeconomic characteristics of the research participants are analyzed using descriptive statistics to determine the percentage distribution of the participants.

2.4. Study Population, Sample and Data Collection

A survey was carried out among the participants to gather quantitative data. The study invited both managers and employees who participate in intellectual activities inside a business, regardless of their supervisory responsibilities. There were no restrictions or limitations in terms of the age, gender, or education of the participants. An exploratory quantitative study

involved the random selection of workers from various sectors. The survey will officially be launched and made available to the public in 2024. The poll will begin in May 2024 and end in June 2024, lasting for four weeks.

The questionnaire aims to investigate the relationship between employee engagement, trust, and well-being and its impact on job satisfaction in companies. It was also specified that the questionnaire was anonymous and would solely be utilized for research objectives.

The survey will be exclusively conducted online utilizing the Microsoft Forms platform. After starting the statistical quantitative survey, participants will be given a survey link and an explanation of the study. They will be instructed to disseminate the material to their subordinates or colleagues. In addition, a URL will be published on LinkedIn, Facebook, and Instagram. Furthermore, on the Facebook platform, individuals will be prompted to fill out or share the questionnaire with people working in different companies, namely within exclusive groups and among acquaintances.

The collected data will undergo anonymous processing during the analysis, be maintained until the completion of the work, and subsequently be deleted.

2.5. Justification of Liberian Study Population, Sample and Data Collection

Conducting research on employee engagement, trust, well-being, and job satisfaction in Liberia is pertinent due to its unique socio-economic landscape and post-conflict environment. Liberia's organizational settings, influenced by historical challenges and economic development efforts, create a distinct context in which employee attitudes toward these dimensions may diverge significantly from those in more stable or economically advanced regions.

First, Liberia's historical context of political and economic instability presents a unique lens through which to view employee trust. Trust in leadership is often shaped by an organization's stability and transparency, yet, in regions where past conflict and economic hardships have eroded institutional trust, this factor requires dedicated attention (Dirks & Ferrin, 2001). In post-conflict environments like Liberia, employees may harbor distinct perspectives on trust due to residual skepticism towards authority, which can impact engagement levels and organizational commitment (Costa et al., 2001). Hence, studying trust within this environment provides insights into the ways organizations in transitional settings can foster secure and supportive atmospheres, which, in turn, promote both engagement and job satisfaction (Dirks & Ferrin, 2002).

Furthermore, Liberia's economic situation means that organizations may face limitations in resources, which impacts both employee well-being and job satisfaction. According to Bakker and Demerouti's (2007) Job Demands-Resources (JD-R) model, access to resources, such as social support and autonomy, is essential for fostering employee well-being and mitigating burnout. However, in environments with economic constraints, organizations may lack the capacity to offer these resources fully, making employee well-being initiatives all the more valuable. The JD-R model suggests that, where resources are restricted, organizational leaders must be innovative in creating a balanced work environment that supports well-being without extensive financial investment (Bakker & Demerouti, 2007).

The socio-economic challenges in Liberia also make this context a relevant study site for examining barriers to employee engagement. Research by Schein (2010) on organizational culture underscores that deeply rooted cultural norms can either hinder or facilitate engagement. In Liberia, where traditional social structures and a communal work culture play significant roles, engagement may depend heavily on leaders' ability to cultivate trust and provide a sense of purpose within the workplace (Schein, 2010). Given that employee engagement has been shown to correlate strongly with job satisfaction and performance, examining how these dynamics manifest in Liberia could reveal valuable insights into effective leadership and engagement strategies for organizations in similar emerging contexts (Saks, 2006).

Additionally, Liberia's labor force demographics and educational levels introduce variables that make it a compelling setting for understanding how employees value job satisfaction factors. Tett and Meyer (1993) found that job satisfaction is often a critical factor in retention, which is especially relevant in settings with limited career mobility. In Liberia, where career development opportunities may be less prevalent, employees may place higher importance on aspects of job satisfaction linked to daily work environment factors, such as recognition, trust, and well-being (Tett & Meyer, 1993). Consequently, exploring job satisfaction within the Liberian workforce can help organizations devise tailored strategies that address these specific needs, leading to improved employee retention and organizational outcomes.

In summary, Liberia's unique socio-economic context provides an opportunity to study the nuanced relationships between employee engagement, trust, well-being, and job satisfaction, especially in post-conflict and resource-constrained environments. This research not only contributes to understanding organizational behaviour in emerging economies but also offers practical insights for leaders looking to foster resilient and engaged workforces under challenging conditions.

3. THE EMPIRICAL RESULT ANALYSIS

This section refers to the process of examining and interpreting the outcomes or findings of the research study which are based on the measured data.

3.1. Demographic of Respondents

According to the questionnaire's methodology, respondents' socioeconomic and demographic characteristics that might reflect the complex interplay among employee engagement, trust, well-being, and job satisfaction in contemporary organizational structures.were summarised, and the findings were presented mathematically. The findings were evaluated using the respondents' sociodemographic characteristics. The display and examination of data to gather details about the respondents' gender, age, educational background, occupation, work experience, work enviroment and geographical location.

Table 6. Descriptive Statistics

<i>Characteristics</i>	<i>Variable</i>	<i>N</i>	<i>Percentage %</i>
Gender	Male	159	53
	Female	141	47
Age	18-25 years	22	7.3
	26-35 years	74	24.7
	36-45 years	151	50.3
	46-55 years	40	13.3
	56-65 years	9	3.0
	66+	4	1.3
Education	High School	31	10.3
	Bachelor's degree	193	64.3
	Master's degree	69	23.0
	Ph.D	7	2.3
Work Experience	None	5	1.7
	Less than 1 year	18	6.0
	1-3 years	120	40.0
	4-6 years	100	33.3
	7-10 years	35	11.7
	More than 10 years	22	7.3
Work Environment	Office Based	116	38.7
	Remote	54	18.0
	Hybrid	19	6.3
	Field Work	111	37.0

Source: Researcher's Computation (2025)

The results of the study in Table 6 reveal a notable gender disparity, with 159 males and 141 females participating. This imbalance may indicate that male employees are more invested in or affected by the complex interplay among employee engagement, trust, well-being, and job satisfaction in contemporary organizational structures. Alternatively, it could suggest that male employees are more willing to share their opinions and experiences, potentially due to a greater emphasis on relationships and emotional intelligence.

The age group distribution of the respondents reveals a skewed representation, with the majority (151) falling within the 36-45 age group. This suggests that middle-aged employees are more invested in or affected by the complex interplay among employee engagement, trust, well-being, and job satisfaction. The relatively low representation of younger (18-25) and older (56+) age groups may indicate that these demographics are less concerned with or less affected by these factors. The 26-35 age group is moderately represented, while the 46-55 age group is relatively underrepresented.

The educational qualification distribution of the 300 respondents indicates a predominantly well-educated sample, with 269 (90%) holding a bachelor's degree or higher. Specifically, 193 (64%) hold a bachelor's degree, 69 (23%) hold a master's degree, and 7 (2%) hold a Ph.D. Only 31 (10%) respondents have a high school education. This suggests that the study's findings may be more generalizable to white-collar or professional settings, where employees tend to have higher levels of education.

The occupation of respondents was an open ended question. Therefore, the analysis was done descriptively. The diverse range of occupations represented among the 300 respondents suggests that the study's findings may be generalizable across various industries and professions. The occupations listed span multiple sectors, including finance (Accountants, Banker), healthcare (Doctor, Nurse), education (Educationist, Teacher), engineering (Civil Engineer, Mechanical Engineer), and service industries (Cashier, Customer Service). The presence of entrepreneurs, self-employed individuals, and students also adds to the diversity of the sample. Overall, the varied occupational backgrounds of the respondents enhance the study's external validity.

The work experience distribution of the 300 respondents indicates a relatively young and inexperienced workforce, with 143 (48%) having less than 3 years of work experience. The majority of respondents (220, 73%) have less than 6 years of work experience, suggesting that the study's findings may be more relevant to early-career employees. Only 22 (7%) respondents have more than 10 years of work experience, which may limit the generalizability of the study's findings to more experienced employees. Nonetheless, the

range of work experiences represented provides a valuable insight into how employee engagement, trust, well-being, and job satisfaction evolve over the course of an employee's career.

The work environment distribution of the 300 respondents reveals a diverse range of work settings, with office-based employees (116, 39%) and fieldwork employees (111, 37%) making up the majority. The presence of remote workers (54, 18%) and hybrid employees (19, 6%) highlights the growing trend towards flexible work arrangements. This mix of work environments provides a rich context for exploring the complex interplay among employee engagement, trust, well-being, and job satisfaction, as employees in different settings may experience varying levels of autonomy, social interaction, and work-life balance.

The geographical location of respondents was an open ended question. Therefore, the analysis was done descriptively. The geographical distribution of the 300 respondents spans across 15 countries, with a mix of developed (United Kingdom, Australia, United States of America, Canada, Germany) and developing (Liberia, Congo, Guinea, Ghana, South Africa, Sierra Leone) nations. The inclusion of respondents from various regions, including Africa, Europe, North America, and the Middle East (Dubai), enhances the study's external validity and provides a unique opportunity to explore the complex interplay among employee engagement, trust, well-being, and job satisfaction in diverse cultural and economic contexts.

3.2. Test of Reliability

The Cronbach's Alpha coefficient was used to test the scaled questions in the study and evaluate the reliability of the research questions using the Statistical Package for the Social Sciences (version 26). Tavakol and Dennick (2011) state that an assessment of the internal consistency associated with the scores that can be derived from a scale or composite score is provided by the Cronbach's alpha reliability test. A summary of the variables reliability tests using Likert-scale questions is shown in Tables 6. Tavakol and Dennick (2011) concur that score values in the range of 0.70 to 0.95 are considered standard values for demonstrating a test's reliability.

To verify the validity of the scales Cronbach alfa coefficient was calculated for each scale and latent variables. The obtained Cronbach alfa coefficient in comparison with the Cronbach alfa reported by the original authors is shown in Table 7.

Table 7: Reliability Test

Construct	Cronbach Alpha Reported by Authors	Cronbach's Alpha Obtained
<i>Employee Engagement (Schaufeli, Salanova, González-Romá & Bakker, 2002a). 16 items</i>	0.857	0.953
<i>Trust (Tzafrir & Dolan, 2004). 16 items</i>	0.83	0.969
<i>Well-being (Zheng at al. (2015). 18 items</i>	0.91	0.979
<i>Job Satisfaction (The KAP (Knowledge, Attitude & Practices) 16 items</i>	0.83	0.962

Source: Researcher's Computation (2025)

As shown in Table 7 Cronbach alpha coefficients of the used measurement scales are higee than the ones reported by the authors. 94. The high Cronbach alfa are affected by overlapping items and the length of the construct, but does not necessarily mean that the scale is flawed (Tavakol & Dennick, 2011).

3.3. Assessment of Data Normality

To determine whether the data distribution was normal, data normality tests were performed. The Shapiro-Wilk and Kolmogorov-Smirnov tests were run. Table 8 displays the outcomes of both tests.

Table 8: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
EMPLOYEE.ENGAGEMENT	.126	300	.000	.925	300	.000
TRUST	.175	300	.000	.890	300	.000
WELL-BEING	.217	300	.000	.846	300	.000
JOB.SATISFACTION	.209	300	.000	.867	300	.000

Source: IBM SPSS 30

Because the obtained test results had p-values less than 0.05, as reported in Table 8, the results of the data normalcy tests showed that the study data could not be considered normally distributed. The coefficients of skewness and kurtosis were further investigated in light of the individual and organisational characteristics of the mixed respondents in order to further assess the normalcy of the sample's data distribution (see Table 9).

Table 9: Skewness and Kurtosis of the Variables

Variables	Skewness	Kurtosis
Employee Engagement	-0.779	0.916
Trust	-1.079	1.955
Well being	-1.188	2.262
Job Satisfaction	0.477	-0.574

Source: Researcher's Computation (2025)

As shown in Table 9 the values of coefficients of Skewness and Kurtosis are in the range of -1.5 to 2.5, indicating that the data is in close proximity to a normal distribution. Therefore, statistical tools for parametric data will be used in further analysis.

3.4. Descriptive Statistics

The mean values of the construct, along with the standard deviation of the constructions and the Likert scale used for evaluation, are presented in Table 10 and reveal the survey respondents' perceptions of Employee Engagement, Trust, Employee Well-being, and Job Satisfaction.

Given that the computed mean of the respondents is greater than 61 (M=83.23) on a Likert scale from 1 to 5 for 16 questions converted into 1 variable with a minimum of 30 and a maximum of 105, it can be inferred from the results shown in Table 10 that the respondents in the sample view their engagement as employees as a reasonable one that can foster trust, well-being, and satisfaction. With a mean score of M=57.76 on a Likert scale from 1 to 5 for 16 items translated into 1 variable with a minimum of 15 and a maximum of 75, it can also be said that respondents believe their managers and employers are trustworthy. Additionally, individuals gave their job satisfaction a very high rating (M=67.19).

Lastly, the mean score for 16 questions translated into a single variable was 40.14 on a Likert scale from 1 to 4, suggesting that the employee is content with their position. However,

significance tests will be carried out in order to assess the respondents' attitudes towards the variables more thoroughly in light of the organisational and demographic factors.

Table 10: Descriptive Statistics

Construct	Mean Value of the Construct (M)	Standard Deviation of the Construct (SD)	Scale Values	
			Min.	Max.
Employee Engagement	83.23	16.038	30	105
Trust	57.76	12.963	15	75
Well being	67.19	15.007	17	85
Job Satisfaction	40.14	12.091	15	60

Source: Researcher's Computation (2025)

3.5. Distribution of Demographic Data

The independent samples T-test and one-way ANOVA tests were used to assess potential differences among respondents about how demographic traits affected employees' views of significant research variables. The respondents' gender, age, educational background, work experience, and work environment were taken into consideration while evaluating the variations in Employee Engagement, Trust, Well-being, and Job Satisfaction.

3.5.1. Evaluation of Variable in accordance with the Gender of Respondents

The gender-based variations in respondents' assessments of the factors were evaluated using the Independence Sample T-test (see Table 11).

Table 11: Evaluation Differences of Variables according to Respondents' Gender

Variables	Male		Female		T-test		
	Mean	SD	Mean	SD	T	p	2-sided p
Employee Engagement	77.08	11.552	90.16	17.537	-7.704	0.110	0.001
Trust	57.32	17.693	58.26	2.261	-0.631	0.001	0.529
Well being	66.86	20.576	67.57	1.699	-0.407	0.001	0.684
Job Satisfaction	47.12	11.606	32.28	6.533	13.412	0.001	0.001

Source: Researcher's Computation (2025)

The results of the evaluation differences of variables according to respondents' gender (see Table 11) reveal significant differences between male and female respondents in employee

engagement ($p = 0.000$) and job satisfaction ($p = 0.000$), indicating that male and female respondents have differing perceptions of these variables. In contrast, no significant differences were found in trust ($p = 0.529$) and well-being ($p = 0.684$) between male and female respondents, suggesting that gender does not play a significant role in shaping these variables. Additional information on the data comparison with the respondents' gender is provided in Annex II.

3.5.2. Evaluation of Variable in accordance with the Age Group of Respondents

To find out if respondents' age had an impact on their judgements of job satisfaction, well-being, trust, and employee engagement, a one-way ANOVA test was employed. The results of the one-way ANOVA analysis (see Table 12) reveal significant differences in employee engagement, trust, well-being, and job satisfaction across different age groups, with p-values of 0.001 for all variables. This indicates that age has a significant impact on these variables, and that different age groups tend to have distinct perceptions and experiences. Specifically, the significant differences suggest that employee engagement, trust, well-being, and job satisfaction may vary across different stages of an employee's career or life, highlighting the importance of considering age-related differences in organizational policies and practices aimed at promoting employee well-being and performance.

To evaluate the statistical significance between different respondent groups Bonferroni test was performed. Based on Bonferroni test results, the mean difference between the 18-25 and 26-35 age groups is -24.053, which is statistically significant ($p < 0.001$). The mean difference between the 26-35 and 36-45 age groups is -25.998, which is also statistically significant ($p < 0.001$). These results suggest that there are significant differences in the outcome variable ("AGE GROUP") between certain age groups. Additional information on the data comparison with the respondents' age groups is provided in Annex III.

Table 12: Evaluation Differences of Variables according to Respondents' Age Group

Variables	18-25 (N=22)		26-35 (N=74)		36-45 (N=151)		46-55 (N=40)		56-65 (N=9)		66+ (N=4)		One-way ANOVA	
	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD	F	p
Employee Engagement	75.7	33.9	99.8	5.9	73.8	9.1	90.3	0.5	90.4	0.0	90.3	0.0	56.4	0.001

Trust	60.3	0.0	59.3	1.7	56.2	12.2	71.2	4.2	24.0	13.9	15.1	0.0	60.2	0.001
Well being	68.2	0.0	68.2	0.0	66.5	13.5	82.4	7.4	22.9	9.3	17.1	0.0	72.0	0.001
Job Satisfaction	19.2	3.2	35.5	4.0	38.4	7.8	60.3	0.0	60.3	0.0	60.3	0.0	183	0.001

Source: Researcher's Computation (2025)

3.5.3. Evaluation of Variable in accordance with the Education of Respondents

A one-way ANOVA test was used to see whether respondents' assessments of the factors varied significantly based on the level of education they had received. The results of the one-way ANOVA analysis (see Table 13) reveal significant differences in employee engagement, trust, well-being, and job satisfaction across different levels of education, with p-values of 0.001 for all variables. This suggests that education level has a significant impact on these variables, and that employees with different educational backgrounds tend to have distinct perceptions and experiences. Specifically, the significant differences imply that employees with higher levels of education may have different expectations, needs, and experiences compared to those with lower levels of education, highlighting the importance of considering education-related differences in organizational policies and practices aimed at promoting employee well-being and performance.

Based on Bonferroni test results, there are significant differences in outcomes (EE, TRUST, WB, JS) across different educational background groups. And, generally, higher levels of education (Bachelor's Degree, Master's Degree, Ph.D.) are associated with better outcomes compared to lower levels of education (High School). Additional information on the data comparison with the respondents' education is provided in Annex IV.

Table 13: Evaluation Differences of Variables according to Respondents' Education

Variables	High School (N=31)		Bachelor's Degree (N=193)		Master's Degree (N=69)		Ph.D (N=7)		One-way ANOVA	
	M	SD	M	SD	M	SD	M	SD	F	P
Employee Engagement	62.6	2.6	84.5	17.7	88.1	4.1	90.4	0.0	28.87	0.001
Trust	64.8	8.2	54.2	7.3	68.9	13.7	15.1	0.0	99.43	0.001

Well being	78.6	7.7	63.2	7.6	78.4	17.5	17.1	0.0	97.39	0.001
Job Satisfaction	40.6	4.9	32.9	5.7	58.3	3.7	60.3	0.0	445.9	0.001

Source: Researcher's Computation (2025)

3.5.4. Evaluation of Variable in accordance with the Work Experience of Respondents

The results of the one-way ANOVA analysis reveal significant differences in employee engagement, trust, well-being, and job satisfaction across different levels of work experience, with p-values of 0.001 for all variables. This suggests that work experience has a profound impact on these variables, and that employees with varying lengths of service tend to have distinct perceptions and experiences. Specifically, the significant differences imply that employees' attitudes and experiences evolve over time, with potentially differing needs and expectations at various career stages, highlighting the importance of considering work experience-related differences in organizational policies and practices aimed at promoting employee wellbeing and performance.

Based on Bonferroni test results, There are significant differences in means across work experience groups for all outcome variables. Work experience has a significant impact on outcomes, with more experienced groups generally having better outcomes. Additional information on the data comparison with the respondents' education is provided in Annex V.

Table 14: Evaluation Differences of Variables according to Respondents' Work Experience

Variables	None (N=5)		Less than 1 year (N=18)		1-3 years (N=120)		4-6 years (N=100)		7-10 years (N=35)		More than 10 years (N=22)		One-way ANOVA	
	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD	F	P
Employee Engagement	90.4	0.0	90.4	0.0	92.6	17.9	68.9	5.8	83.4	7.3	90.4	0.0	45.6	0.001
Trust	15.1	0.0	72.2	1.7	58.9	1.9	51.1	10	75.3	0.3	52.2	22.8	79.3	0.001
Well being	17.1	0.0	85.3	0.0	68.2	0.2	61	12.3	85.3	0.0	57.6	28.1	67	0.001
Job Satisfaction	60.3	3.2	60.3	0.0	32.1	7.1	35.6	3.3	55.1	4.7	60.3	0.0	274	0.001

Source: Researcher's Computation (2025)

3.5.5. Evaluation of Variable in accordance with the Work Environment of Respondents

The results of the one-way ANOVA analysis reveal significant differences in employee engagement and job satisfaction across different work environments (office-based, remote, hybrid, and field work), with p-values of 0.001 for both variables. However, no significant differences were found in trust ($p = 0.253$) and well-being ($p = 0.744$) across these work environments. This suggests that the work environment plays a crucial role in shaping employee engagement and job satisfaction, with different environments potentially offering varying levels of autonomy, social interaction, and work-life balance. In contrast, trust and well-being appear to be influenced by other factors beyond the physical work environment.

Based on Bonferroni test results, work environment has a significant impact on outcomes, particularly for employee engagement and job satisfaction. There were better outcomes for field work and worse outcome for (office based, remote and hybrid) for employee engagement. Also, for job satisfaction, there were better outcome for field work and remote, and worse outcome for office based. Additional information on the data comparison with the respondents' education is provided in Annex VI.

Table 15: Evaluation Differences of Variables according to Respondents' Work Environment

Variables	Office Based (N=31)		Remote (N=193)		Hybrid (N=69)		Field Work (N=7)		One-way ANOVA	
	M	SD	M	SD	M	SD	M	SD	F	P
Employee Engagement	70.7	7.8	90.3	0.5	82.3	4.6	93.1	18.5	69.7	0.001
Trust	56.1	13.8	59.3	22.7	55.9	0.7	59.1	1.8	1.37	0.253
Well being	66.1	15.3	67.7	27.5	66.5	1.7	68.2	0.0	0.41	0.744
Job Satisfaction	39.7	8.2	60.3	0.0	34.1	0.4	31.9	7.3	219	0.001

Source: Researcher's Computation (2025)

3.6. The Relationship between Employee Engagement, Trust, and Well-being, and their Combined Impact on Job Satisfaction in an Organization

Using IBM SPSS 30 statistics 5 version process macro by Andrew F. Hayes, model 4 with two parallel mediators (M1-trust; M2-well-being), linear regression and mediation analysis were conducted to examine the relationships between employee engagement, trust, well-being, and job satisfaction in order to determine whether perceived trust and well-being have mediation effects on the relationship between employee engagement and job satisfaction. The analysis will confirm or reject the following hypothesis:

1. **H1: Job Satisfaction is Positively Related to Employee Engagement.**
2. **H2: Trust Moderates the Relationship Between Job Satisfaction and Employee Well-being**
3. **H3 : Job Satisfaction is positively related to Employee Well-being.**
4. **H4: Employee Engagement is Positively Related to Employee Well-being**

Table 16: The Relationship between Job Satisfaction and Employee Engagement

<i>Independent Variable (X)</i>	<i>Dependent Variable (Y)</i>	<i>Adjusted R-Square</i>	<i>ANOVA (F)</i>	<i>ANOVA p-value</i>	<i>Unstandardized B</i>	<i>P-value</i>
Job Satisfcation	Employee Engagement	0.042	14.028	0.001	0.281	0.001

Source: Researcher's Computation (2025)

According to the results of the linear regression analysis (see Table 16), **the H1 hypothesis** is confirmed because the adjusted R Square 0.042 indicates that job satisfaction can predict 4.2% of employee engagement, the positive unstandardised B (0.281), and the p-value = 0.001 demonstrate a positive relationship between the two. Annexe VII contains more details on the findings of the linear regression study.

Tables 17 and 18 illustrate the direct and indirect connections among job satisfaction, trust, and employee well-being.

Table 17. The Direct Relationship between Job Satisfaction, Trust, and Employee Well Being

<i>Direct Effect</i>							
<i>Path I</i>	<i>Independent Variable (X)</i>	<i>Dependent Variable (Y)</i>	<i>b</i>	<i>t</i>	<i>p</i>	<i>LLCI</i>	<i>ULCI</i>

a1	Job Satisfaction	Trust	0.2613	4.3390	0.000	0.1428	0.3799
b1	Trust	Employee Well-being	1.1352	71.6969	0.0000	1.1040	1.1663

Source: Researcher's Computation (2025)

Table 18. The Indirect Effect of Job Satisfaction on Employee Well-being through Trust

Indirect effect						
Path 1	Independent Variable (X)	Mediator (M1)	Dependent variable (Y)	Effect	LLCI	ULCI
	Job Satisfaction	Trust	Employee Well-being	0.2967	0.1098	0.4698

Source: Researcher's Computation (2025)

According to the results of the mediation analysis (see Table 17), trust and job satisfaction are positively correlated ($b=0.2613$, $t=4.3390$, $p\text{-value}=0.0000$). Additionally, there is a significant correlation between trust and employee well-being ($b=1.1352$, $t=71.6969$, $p\text{-value}=0.0000$). Through a mediator trust, work satisfaction had an indirect influence on employee well-being of 0.2967 (see Table 18). This effect was not statistically significant ($LLCI=-0.1099$, $ULCI=0.4698$, with zero included in the confidence range between the values). **The H2 hypothesis** is thus accepted. Annexe VIII has more details on the findings of the mediation analysis.

Table 19: The Relationship between Job Satisfaction and Employee Well-being

Independent Variable (X)	Dependent Variable (Y)	Adjusted R-Square	ANOVA (F)	ANOVA p-value	Unstandardized B	P-value
Job Satisfaction	Employee Well-being	0.040	13.517	0.001	0.259	0.001

Source: Researcher's Computation (2025)

According to the results of the linear regression analysis (see Table 19), **the H3 hypothesis** is supported because the adjusted R Square 0.040 indicates that job satisfaction can predict 4% of employee well-being, the positive unstandardised B (0.281), and the $p\text{-value}=0.001$ demonstrate a positive relationship between job satisfaction and employee well-being. Annexe IX offers more details on the findings of the linear regression study.

Table 20: The Relationship between Employee Engagement and Employee Well-being

<i>Independent Variable (X)</i>	<i>Dependent Variable (Y)</i>	<i>Adjusted R-Square</i>	<i>ANOVA (F)</i>	<i>ANOVA p-value</i>	<i>Unstandardized B</i>	<i>P-value</i>
Employee Engagement	Employee Well-being	0.004	2.314	0.129	0.082	0.129

Source: Researcher's Computation (2025)

Based on the results of the linear regression analysis (see Table 20), the **H4 hypothesis** is rejected because adjusted R Square 0.004 indicates that employee engagement can predict 0.4% of employee well-being, positive unstandardised B (0.082), and p-value = 0.129 demonstrate a positive insignificant relationship between employee engagement and well-being. Annexe X offers more details on the findings of the linear regression analysis.

3.7. Research Summary and Discussions

The linear regression analysis reveals a statistically significant positive relationship between employee engagement and job satisfaction, with a p-value of 0.001. This indicates that as job satisfaction increases, employee engagement also tends to increase. This result confirms the study of Schaufeli and Bakker (2004) who discovered that job satisfaction increases employee engagement by improving their positive views towards their work and decreasing burnout and disengagement. Also, Saks (2006) mentioned that when employees experience job satisfaction, they are more inclined to demonstrate engagement, which involves excitement and dedication.

The mediation analysis reveals a complex relationship between trust, job satisfaction, and employee well-being. Firstly, trust and job satisfaction are positively correlated ($b=0.2613$, $p\text{-value}=0.0000$), indicating that higher levels of trust are associated with greater job satisfaction. Additionally, trust is strongly correlated with employee well-being ($b=1.1352$, $p\text{-value}=0.0000$), suggesting that trust plays a crucial role in promoting employee well-being. However, the indirect effect of job satisfaction on employee well-being through trust is not statistically significant ($LLCI=-0.1099$, $ULCI=0.4698$), as the confidence interval includes zero. This suggests that while trust is an important predictor of employee well-being, job satisfaction does not have a significant indirect effect on employee well-being through trust. Costa, Roe, and Taillieu (2001) found that there is a positive correlation between trust in management and the psychological well-being of employees. When employees possess a substantial amount of trust in their business, they are more inclined to experience a sense of

support and appreciation, hence enhancing the favorable impact of job satisfaction on their overall well-being (Dirks & Ferrin, 2002).

The linear regression analysis reveals a statistically significant positive relationship between job satisfaction and employee well-being. The adjusted R Square value of 0.040 indicates that 4% of the variance in employee well-being can be predicted by job satisfaction, suggesting a relatively weak but significant relationship. The positive unstandardized B coefficient of 0.281 shows that for every unit increase in job satisfaction, employee well-being increases by 0.281 units. The p-value of 0.001 confirms that this relationship is statistically significant, indicating that job satisfaction is a significant predictor of employee well-being, albeit a relatively small one. Empirical research indicates that job satisfaction has a considerable impact on both positive emotions and overall life satisfaction (Harter, Schmidt, & Keyes, 2002).

The linear regression analysis reveals a statistically insignificant positive relationship between employee engagement and employee well-being. The adjusted R Square value of 0.004 indicates that only 0.4% of the variance in employee well-being can be predicted by employee engagement, suggesting a very weak relationship. The positive unstandardized B coefficient of 0.082 shows a slight increase in employee well-being with every unit increase in employee engagement. However, the p-value of 0.129 is above the significance threshold, indicating that this relationship is not statistically significant, and therefore, employee engagement is not a reliable predictor of employee well-being. The result contradicts Bakker, Schaufeli, Leiter, and Taris (2008) who discovered that employees who are actively involved in their work experience greater levels of happiness and life satisfaction, while also experiencing lower levels of stress and burnout.

4. CONCLUSIONS AND SUGGESTIONS

The comprehensive analysis of the relationships between employee engagement, trust, well-being, and job satisfaction reveals several key findings. Drawing on extensive theoretical frameworks and empirical evidence, the study established that these factors are interdependent and significantly influence workplace dynamics.

From a theoretical perspective, the research highlighted that employee engagement is a multidimensional construct encompassing emotional, cognitive, and physical dimensions, as conceptualized by Kahn (1990) and Schaufeli et al. (2002). Trust, as defined by Mayer et al. (1995), emerged as a cornerstone of effective organizational relationships, fostering communication, collaboration, and psychological safety. The Job Demands-Resources (JD-R) model (Bakker and Demerouti, 2007) provided a robust framework for understanding how well-being mediates the relationship between job demands and resources, thereby influencing both engagement and satisfaction. Furthermore, Herzberg's Two-Factor Theory and Locke's Range of Affect Theory enriched the understanding of job satisfaction by emphasizing the roles of hygiene factors and individual expectations.

Empirically, the study utilized a survey of 300 respondents from Liberian organizations, employing validated measurement tools such as the Utrecht Work Engagement Scale, Tzafirir & Dolan's Trust Questionnaire, and Zheng et al.'s Employee Well-being Scale. The findings demonstrated that trust and well-being significantly enhance job satisfaction by creating a supportive and stable work environment. Employee engagement was identified as a critical mediator, amplifying the positive effects of trust and well-being on job satisfaction. The study also revealed that demographic variables, such as gender, age, and work experience, moderated the relationships among these constructs.

The unique socio-economic context of Liberia offered valuable insights into how resource constraints, cultural norms, and organizational practices shape employee attitudes. The results underscored the importance of adapting global theoretical models to local contexts, where economic challenges and traditional social structures influence employee expectations and organizational dynamics.

In conclusion, this thesis contributes to both theory and practice by showing the intricate relationships among employee engagement, trust, well-being, and job satisfaction. It emphasizes the need for organizations to foster trust, prioritize employee well-being, and create engaging work environments to enhance satisfaction and drive performance. These

findings provide actionable insights for practitioners and lay a foundation for future research in diverse organizational settings.

According to the results, it is recommended that:

1. Organizations should prioritize transparent leadership and open communication to build trust within teams. Managers should demonstrate competence, integrity, and empathy to strengthen relationships and foster a positive work environment.
2. Implement targeted wellness programs addressing both physical and psychological health. Initiatives such as flexible work schedules, mental health support, and professional development opportunities can mitigate stress and promote overall well-being.
3. Leveraging job resources like autonomy, feedback, and social support can boost engagement levels. Organizations should also invest in training managers to create psychologically safe environments that encourage employee participation and innovation.
4. Cultivate a collaborative and inclusive organizational culture that values employee contributions. Practices like recognizing achievements and aligning organizational goals with employee values can enhance both engagement and satisfaction.
5. For resource-constrained settings like Liberia, organizations should adopt cost-effective strategies such as community-building activities and employee recognition programs to foster engagement and trust without significant financial investments.
6. Implement regular feedback mechanisms to ensure leadership styles and organizational practices align with employee needs and contribute to job satisfaction.

By implementing these recommendations, organizations can create a supportive and engaging workplace that enhances job satisfaction, boosts performance, and reduces turnover. Future studies should further explore contextual and demographic influences to develop better strategies for diverse organizational environments.

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ANNEXES

Annex I: Questionnaire for the research

1. Gender

- Male
- Female

2. Age

- 18 – 25
- 26 – 35
- 36 – 45
- 46 – 55
- 56 – 65
- 65+

3. Educational Background

- High School
- Bachelor's Degree
- Master's Degree
- Ph.D.

4. Occupation

5. Work Experience

- None
- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- More than 10 years

6. Your work environment.

- Office-based
- Remote
- Hybrid
- Fieldwork

7. Geographical Location

8. Tell us how you feel about your engagement at work.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
At my work, I feel bursting with energy.					
At my job, I feel strong and vigorous.					
When I get up in the morning, I feel like going to work.					
I can continue working for very long periods at a time.					
At my job, I am very resilient, mentally.					
At my work I always persevere, even when things do not go well					
I find the work that I do full of meaning and purpose.					
I am enthusiastic about my job.					
My job inspires me.					
I am proud of the work that I do.					
To me, my job is challenging					
Time flies when I'm working.					
When I am working, I forget everything else around me.					
I feel happy when I am working intensely.					
I am immersed in my work.					
I get carried away when I'm working.					
It is difficult to detach myself from my job.					

9. How much do you trust your organization

	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree

Managers'/employees' needs and desires are very important to employees/managers.					
I can count on my employees/managers to help me if I have difficulties with my job.					
Employees/managers would not knowingly do anything to hurt the organization.					
My employees/managers are open and up front with me.					
I think that the people in the organization succeed by stepping on other people.					
Employees/managers will keep the promises they make.					
Employees/managers really look out for what is important to the managers/employees.					
Employees/managers have a lot of knowledge about the work that needs to be done.					
Employees/managers are known to be successful in the things they attempt to accomplish.					
If I make a mistake, my employees/managers are willing to "forgive and forget."					
Employees'/managers' actions and behaviors are not consistent.					
Employees/managers take actions that are consistent with their words.					
It is best not to share information with my employees/managers.					
There is a lot of warmth in the relationships between the managers and workers in this organization.					
Employees/managers would make personal sacrifices for our group.					
Employees/managers express their true feelings about important issues.					

10. Tell us how satisfied you feel about your job.

	Yes	Often	Sometimes	Never
--	-----	-------	-----------	-------

Are you satisfied about your work life and find it fulfilling?				
Have you got troubles performing your daily duties?				
Do you manage to have a social life?				
Have you got trouble sleeping?				
Have you got trouble, with transportation, reaching your workplace?				
Do you drink alcohol after work?				
Do you receive pressures or intimidation from a superior?				
Do you think your workload is overwhelming?				
Do you have trouble focusing at work?				
Do you lose your temper if an unexpected event happens?				
Do you wake up unhappy to go to work?				
Have you got the feeling to be stuck in a job with no career opportunities?				
Do you skip work for health problems?				
Do you hang out with your colleagues outside the office?				
Do you feel that you are fairly rewarded for the work you contribute to your organization?				
Do you believe that your job/company utilizes your skills and abilities well?				

Annex II: Evaluation Differences of Variables according to Respondents' Gender

Group Statistics

	GENDER DISTRIBUTION	N	Mean	Std. Deviation	Std. Error Mean
EE	MALE	159	77.08	11.552	.916
	FEMALE	141	90.16	17.537	1.477
TRUST	MALE	159	57.32	17.693	1.403
	FEMALE	141	58.26	2.261	.190
WB	MALE	159	66.86	20.576	1.632
	FEMALE	141	67.57	1.699	.143
JS	MALE	159	47.12	11.606	.920
	FEMALE	141	32.28	6.533	.550

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
EE	Equal variances assumed	2.566	.110	-7.704	298	<.001	<.001	-13.074	1.697	-16.414	-9.734
	Equal variances not assumed			-7.523	237.329	<.001	<.001	-13.074	1.738	-16.498	-9.650
TRUST	Equal variances assumed	353.612	<.001	-.631	298	.264	.529	-.947	1.501	-3.901	2.007
	Equal variances not assumed			-.669	163.812	.252	.505	-.947	1.416	-3.743	1.849
WB	Equal variances assumed	450.443	<.001	-.407	298	.342	.684	-.707	1.738	-4.129	2.714
	Equal variances not assumed			-.432	160.427	.333	.666	-.707	1.638	-3.942	2.528
JS	Equal variances assumed	178.388	<.001	13.412	298	<.001	<.001	14.839	1.106	12.662	17.016
	Equal variances not assumed			13.838	254.417	<.001	<.001	14.839	1.072	12.727	16.951

Annex III: Evaluation Differences of Variables according to Respondents' Age Group

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
EE	18-25	22	75.69	33.905	7.229	60.66	90.73	30	105
	26-35	74	99.75	5.965	.693	98.36	101.13	85	105
	36-45	151	73.75	9.132	.743	72.28	75.22	59	91
	46-55	40	90.27	.469	.074	90.12	90.42	88	90
	56-65	9	90.38	.000	.000	90.38	90.38	90	90
	65+	4	90.38	.000	.000	90.38	90.38	90	90
	Total	300	83.23	16.038	.926	81.41	85.05	30	105
TRUST	18-25	22	60.25	.000	.000	60.25	60.25	60	60
	26-35	74	59.28	1.663	.193	58.89	59.66	56	60
	36-45	151	56.24	12.213	.994	54.27	58.20	36	75
	46-55	40	71.21	4.199	.664	69.87	72.56	59	75
	56-65	9	24.03	13.936	4.645	13.32	34.75	15	51
	65+	4	15.06	.000	.000	15.06	15.06	15	15
	Total	300	57.76	12.963	.748	56.29	59.24	15	75
WB	18-25	22	68.22	.000	.000	68.22	68.22	68	68
	26-35	74	68.22	.000	.000	68.22	68.22	68	68
	36-45	151	66.48	13.533	1.101	64.31	68.66	45	85
	46-55	40	82.38	7.358	1.163	80.02	84.73	53	85
	56-65	9	22.96	9.260	3.087	15.84	30.07	17	41
	65+	4	17.06	.000	.000	17.06	17.06	17	17
	Total	300	67.19	15.007	.866	65.49	68.90	17	85
JS	18-25	22	19.23	3.223	.687	17.80	20.66	15	25
	26-35	74	35.48	4.000	.465	34.55	36.41	25	41
	36-45	151	38.42	7.842	.638	37.16	39.68	32	60
	46-55	40	60.25	.000	.000	60.25	60.25	60	60
	56-65	9	60.25	.000	.000	60.25	60.25	60	60
	65+	4	60.25	.000	.000	60.25	60.25	60	60
	Total	300	40.14	12.091	.698	38.77	41.52	15	60

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
EE	Between Groups	37656.197	5	7531.239	56.404	<.001
	Within Groups	39255.840	294	133.523		
	Total	76912.037	299			
TRUST	Between Groups	25425.090	5	5085.018	60.239	<.001
	Within Groups	24817.673	294	84.414		
	Total	50242.763	299			
WB	Between Groups	37067.212	5	7413.442	72.005	<.001
	Within Groups	30269.618	294	102.958		
	Total	67336.830	299			
JS	Between Groups	33105.164	5	6621.033	183.470	<.001
	Within Groups	10609.830	294	36.088		
	Total	43714.995	299			

Annex IV: Evaluation Differences of Variables according to Respondents' Education

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
EE	HIGH SCHOOL	31	62.64	2.642	.474	61.67	63.61	59	70
	BACHELOR'S DEGREE	193	84.52	17.692	1.274	82.01	87.04	30	105
	MASTER'S DEGREE	69	88.13	4.061	.489	87.15	89.10	74	90
	Ph.D.	7	90.38	.000	.000	90.38	90.38	90	90
	Total	300	83.23	16.038	.926	81.41	85.05	30	105
TRUST	HIGH SCHOOL	31	64.76	8.222	1.477	61.75	67.78	46	75
	BACHELOR'S DEGREE	193	54.22	7.280	.524	53.18	55.25	36	60
	MASTER'S DEGREE	69	68.87	13.731	1.653	65.57	72.17	15	75
	Ph.D.	7	15.06	.000	.000	15.06	15.06	15	15
	Total	300	57.76	12.963	.748	56.29	59.24	15	75
WB	HIGH SCHOOL	31	78.56	7.696	1.382	75.74	81.39	59	85
	BACHELOR'S DEGREE	193	63.17	7.643	.550	62.08	64.25	45	68
	MASTER'S DEGREE	69	78.43	17.529	2.110	74.22	82.64	17	85
	Ph.D.	7	17.06	.000	.000	17.06	17.06	17	17
	Total	300	67.19	15.007	.866	65.49	68.90	17	85
JS	HIGH SCHOOL	31	40.64	4.883	.877	38.85	42.43	36	50
	BACHELOR'S DEGREE	193	32.85	5.720	.412	32.04	33.66	15	41
	MASTER'S DEGREE	69	58.28	3.686	.444	57.39	59.16	50	60
	Ph.D.	7	60.25	.000	.000	60.25	60.25	60	60
	Total	300	40.14	12.091	.698	38.77	41.52	15	60

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
EE	Between Groups	15480.974	3	5160.325	24.865	<.001
	Within Groups	61431.063	296	207.537		
	Total	76912.037	299			
TRUST	Between Groups	25217.930	3	8405.977	99.428	<.001
	Within Groups	25024.833	296	84.543		
	Total	50242.763	299			
WB	Between Groups	33449.020	3	11149.673	97.389	<.001
	Within Groups	33887.810	296	114.486		
	Total	67336.830	299			
JS	Between Groups	35794.098	3	11931.366	445.869	<.001
	Within Groups	7920.896	296	26.760		
	Total	43714.995	299			

Annex V: Evaluation Differences of Variables according to Respondents' Work Experience

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
EE	NONE	5	90.38	.000	.000	90.38	90.38	90	90
	LESS THAN 1 YEAR	18	90.38	.000	.000	90.38	90.38	90	90
	1-3 YEARS	120	92.55	17.900	1.634	89.31	95.79	30	105
	4-6 YEARS	100	68.78	5.834	.583	67.62	69.94	59	83
	7-10 YEARS	35	83.36	7.287	1.232	80.85	85.86	66	90
	MORE THAN 10 YEARS	22	90.38	.000	.000	90.38	90.38	90	90
	Total	300	83.23	16.038	.926	81.41	85.05	30	105
TRUST	NONE	5	15.06	.000	.000	15.06	15.06	15	15
	LESS THAN 1 YEAR	18	72.20	1.711	.403	71.35	73.05	71	75
	1-3 YEARS	120	58.85	1.880	.172	58.51	59.19	56	60
	4-6 YEARS	100	51.10	10.043	1.004	49.11	53.09	36	73
	7-10 YEARS	35	75.26	.338	.057	75.14	75.37	73	75
	MORE THAN 10 YEARS	22	52.16	22.821	4.865	42.05	62.28	15	71
	Total	300	57.76	12.963	.748	56.29	59.24	15	75
WB	NONE	5	17.06	.000	.000	17.06	17.06	17	17
	LESS THAN 1 YEAR	18	85.28	.000	.000	85.28	85.28	85	85
	1-3 YEARS	120	68.21	.183	.017	68.17	68.24	66	68
	4-6 YEARS	100	61.01	12.257	1.226	58.58	63.45	45	85
	7-10 YEARS	35	85.28	.000	.000	85.28	85.28	85	85
	MORE THAN 10 YEARS	22	57.61	28.111	5.993	45.15	70.07	17	85
	Total	300	67.19	15.007	.866	65.49	68.90	17	85
JS	NONE	5	60.25	.000	.000	60.25	60.25	60	60
	LESS THAN 1 YEAR	18	60.25	.000	.000	60.25	60.25	60	60
	1-3 YEARS	120	32.05	7.058	.644	30.77	33.33	15	41
	4-6 YEARS	100	35.57	3.259	.326	34.92	36.22	32	48
	7-10 YEARS	35	55.11	4.710	.796	53.49	56.73	48	60
	MORE THAN 10 YEARS	22	60.25	.000	.000	60.25	60.25	60	60
	Total	300	40.14	12.091	.698	38.77	41.52	15	60

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
EE	Between Groups	33607.017	5	6721.403	45.632	<.001
	Within Groups	43305.020	294	147.296		
	Total	76912.037	299			
TRUST	Between Groups	28846.790	5	5769.358	79.276	<.001
	Within Groups	21395.973	294	72.775		
	Total	50242.763	299			
WB	Between Groups	35864.690	5	7172.938	67.007	<.001
	Within Groups	31472.140	294	107.048		
	Total	67336.830	299			
JS	Between Groups	35980.329	5	7196.066	273.527	<.001
	Within Groups	7734.665	294	26.308		
	Total	43714.995	299			

Annex VI: Evaluation Differences of Variables according to Respondents' Work Environment

		Descriptives							
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
EE	OFFICE-BASED	116	70.65	7.845	.728	69.21	72.09	59	88
	REMOTE	54	90.26	.491	.067	90.12	90.39	88	90
	HYBRID	19	82.35	4.555	1.045	80.16	84.55	75	89
	FIELD WORK	111	93.10	18.487	1.755	89.62	96.58	30	105
	Total	300	83.23	16.038	.926	81.41	85.05	30	105
TRUST	OFFICE-BASED	116	56.12	13.830	1.284	53.58	58.66	36	75
	REMOTE	54	59.27	22.652	3.083	53.08	65.45	15	75
	HYBRID	19	55.93	.749	.172	55.57	56.30	54	56
	FIELD WORK	111	59.06	1.797	.171	58.72	59.40	56	60
	Total	300	57.76	12.963	.748	56.29	59.24	15	75
WB	OFFICE-BASED	116	66.09	15.324	1.423	63.27	68.91	45	85
	REMOTE	54	67.69	27.472	3.739	60.19	75.19	17	85
	HYBRID	19	66.54	1.668	.383	65.73	67.34	64	68
	FIELD WORK	111	68.22	.000	.000	68.22	68.22	68	68
	Total	300	67.19	15.007	.866	65.49	68.90	17	85
JS	OFFICE-BASED	116	39.69	8.176	.759	38.19	41.19	32	60
	REMOTE	54	60.25	.000	.000	60.25	60.25	60	60
	HYBRID	19	34.06	.364	.084	33.88	34.23	33	34
	FIELD WORK	111	31.88	7.314	.694	30.50	33.25	15	41
	Total	300	40.14	12.091	.698	38.77	41.52	15	60

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
EE	Between Groups	31852.857	3	10617.619	69.749	<.001
	Within Groups	45059.180	296	152.227		
	Total	76912.037	299			
TRUST	Between Groups	686.013	3	228.671	1.366	.253
	Within Groups	49556.751	296	167.421		
	Total	50242.763	299			
WB	Between Groups	280.395	3	93.465	.413	.744
	Within Groups	67056.435	296	226.542		
	Total	67336.830	299			
JS	Between Groups	30141.590	3	10047.197	219.103	<.001
	Within Groups	13573.405	296	45.856		
	Total	43714.995	299			

Annex VII: The Relationship between Job Satisfaction and Employee Engagement

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.212 ^a	.045	.042		15.700

a. Predictors: (Constant), JS

ANOVA^a

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	3457.774	1	3457.774	14.028	<.001 ^b
	Residual	73454.262	298	246.491		
	Total	76912.037	299			

a. Dependent Variable: EE

b. Predictors: (Constant), JS

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	71.937	3.148		22.854	<.001
	JS	.281	.075	.212	3.745	<.001

a. Dependent Variable: EE

Annex VIII: Mediation Analysis Results

Run MATRIX procedure:

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This version of PROCESS requires SPSS version 26 or later
Workshop schedule available at haskayne.ucalgary.ca/CCRAM
In SPSS 29 and later, change default output font to Courier New for
tidier
output. More information about PROCESS at processmacro.org/faq.html.

***** PROCESS Procedure for SPSS Version 5.0 beta 2.1

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022).
www.guilford.com/p/hayes3

Model: 4
Y: WB (Well-being)
X: JS (Job Satisfaction)
M: TRUST

Sample
Size: 300

OUTCOME VARIABLE:
TRUST

Model Summary						
	R	R-sq	MSE	F	df1	df2
p	.2438	.0594	158.5812	18.8268	1.0000	298.0000
.0000						

Model	coeff	se	t	p	LLCI
ULCI					
constant	47.2713	2.5248	18.7229	.0000	42.3027
52.2400					
JS	.2613	.0602	4.3390	.0000	.1428
.3799					

OUTCOME VARIABLE:
WB

Model Summary						
	R	R-sq	MSE	F	df1	df2
p	.9735	.9477	11.8466	2693.5430	2.0000	297.0000
	.0000					

Model	coeff	se	t	p	LLCI	ULCI
constant	3.1553	1.0180	3.0994	.0021	1.1518	5.1587
JS	-.0381	.0170	-2.2465	.0254	-.0715	-.0047
TRUST	1.1352	.0158	71.6969	.0000	1.1040	1.1663

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.0381	.0170	-2.2465	.0254	-.0715	-.0047

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
TRUST	.2967	.0928	.1098	.4698

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
5000

----- END MATRIX -----

Annex IX: The Relationship between Job Satisfaction and Employee well-being

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.208 ^a	.043	.040		14.702

a. Predictors: (Constant), JS

ANOVA^a

Model		Sum Squares	df	Mean Square	F	Sig.
1	Regression	2921.809	1	2921.809	13.517	<.001 ^b
	Residual	64415.021	298	216.158		
	Total	67336.830	299			

a. Dependent Variable: WB

b. Predictors: (Constant), JS

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	56.817	2.948		19.275	<.001
	JS	.259	.070	.208	3.677	<.001

a. Dependent Variable: WB

Annex X: The Relationship between Employee Engagement and Employee well-being

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.088 ^a	.008	.004		14.974

a. Predictors: (Constant), EE

ANOVA^a

Model		Sum Squares	of df	Mean Square	F	Sig.
1	Regression	518.893	1	518.893	2.314	.129 ^b
	Residual	66817.937	298	224.221		
	Total	67336.830	299			

a. Dependent Variable: WB

b. Predictors: (Constant), EE

Coefficients^a

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	60.359	4.576		13.190	<.001
	EE	.082	.054	.088	1.521	.129

a. Dependent Variable: WB