VILNIUS UNIVERSITY

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MASTER THESIS

DARBUOTOJŲ ĮSITRAUKIMO TARPININKAUJANTIS POVEIKIS RYŠIUI TARP ORGANIZACINIO PASITIKĖJIMO IR DARBUOTOJŲ GEROVĖS, KAI MODERUOJANTIS VEIKSNYS YRA DARBO AUTONOMIJA	THE MEDIATING EFFECT OF EMPLOYEE ENGAGEMENT ON THE RELATIONSHIP BETWEEN ORGANISATIONAL TRUST AND EMPLOYEE WELL-BEING WHEN THE MODERATOR IS JOB AUTONOMY

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Introduction

Relevance of the Topic

Employee engagement, organisational trust, job autonomy, and well-being have become some of the most important influencers on an organisation's success. As companies swiftly grow and expand, it is essential to understand and foster positive workplace dynamics for the organisation's success. This is especially true after the changes from the old way of working into the new way after the pandemic, with more employees requiring flexibility. With remote workers experiencing higher levels of autonomy in their work and it leads to them having higher levels of engagement (Wijaya & Sari, 2025). This confirmation further on confirms a before confirmed theory of Self-Determination by Ryan & Deci (2000).

One of the factors which could enhance employee well-being has been found to be organisational trust. According to research done by Hassan et al. (2021) they found that organisational trust has been seen as this construct which is not just something which be good to have for a company but rather as way to keep employee well-being sustainable and long lasting. It has been found that organisational trust can act as a buffer against the negative aspects of a job and keeps employees motivated and perceiving well-being (Yang et al., 2024).

Engaged employees are considered to lead to higher levels of output by the employees as they are more immersed in their job. Good research was done by Albrecht et al., (2023) which stated and proved that the higher the engagement the more proactive and innovative the employees are. In addition, those employees which are more engaged they tend to support and agree with the changes in the organisation. Furthermore, it was confirmed that engaged employees tend to be more satisfied and tend to stay longer in the organisation (Boccoli et al., 2022). Being more engaged and immersed is not only a benefit for the employee themselves, but also for the organisation, as those employees tend to be more productive than others (Anuradha et al., 2025).

Various researchers state that autonomy can further on boost productivity and increase employee's motivation even during times of stress. It was recently proven that job autonomy can act as a buffer in the relationship between multitasking and job stress, even though it was modest, but it still gave the needed results (Wei et al., 2025). In organisations which thrive on having an entrepreneurial mindset autonomy is king as it drives innovation (Malibari et al.,

2025). Furthermore, it was proven that job autonomy has a direct impact on employee well-being with the higher the autonomy the higher the well-being (Zhalifunnas et al., 2023).

Level of Exploration of the Topic

It is no secret that employee engagement, organisational trust, job autonomy, and well-being have been studied for quite some time already. And that previous research provides an insight that employee engagement can act as vehicle which links organisational trust and employee well-being and further on strengthens that relationship. In some research it was shown that there is a direct relationship between organisational trust and employee well-being and there is no need for employee engagement in that relationship meaning that if an employee understands and trusts their organisation, they simply experience better and bigger satisfaction (Xiong et al., 2023). However other researchers understand this relationship in a different way that even though there is a direct effect but usually it is better seen through other vehicles like employee engagement in this case. Recent research showed that immersed employees in their work are more likely to act as a buffer between organisational trust and cynicism which is related to employee's well-being (Filiz et al., 2024). A recent study done in China found that for teachers work engagement mediates the organisational support and well-being, and this further on supports the idea the employee engagement is a crucial mediator and mechanism to give the best results (Yu et al., 2024).

At the same time job autonomy has been seen as a crucial aspect to elevate the relationship between employee engagement and employee well-being. A straightforward research was conducted in which it was proven that higher levels of job autonomy only increase the association between work engagement and creative task performance and this further on leads to higher levels of perceive well-being for the employees (Gürbüz et al., 2024). Another recent study completed by Liu et al. (2024) showcased that for flexible work and employees job autonomy is crucial and it moderates the relationship between work engagement and psychological capital which is an aspect of well-being. Finally, from an older study done by Gagné & Bhave (2010) they proposed the idea that autonomy leads to employee being more engaged as it satisfies their basic needs and further on improves their well-being and diminishes their want to leave the organisation.

Novelty of the Thesis

There have been numerous studies done on all constructs both separately and interconnected, but there has not been any study that analyses all four of them at the same.

This thesis will add to that understanding by specifically showcasing the mechanisms these constructs use to provide positive results. Even though it was shown that employee engagement can act as a mediator in several different studies for the trust and well-being relationship (Filiz et al., 2024; Xiong et al., 2023) Also it was shown that job autonomy can elevate the engagement-well-being relationship (Gagné & Bhave, 2010; Gürbüz et al., 2024). But there has been a lack of studies which understand the specific relationship between employee engagement, organisational trust, job autonomy, and well-being. This study helps to fill that gap by doing a mediation and moderation analysis understanding whether job autonomy strengthens or weakens the engaged employees into perceiving well-being while already having trust in their organisations. These findings might shed light on the specific steps organisations can take to enhance autonomy and trust-building activities that would lead to their employees improved psychological health.

The Problem of the Thesis

What is the relationship between employee engagement, organisational trust, job autonomy, and well-being?

The Aim of the Thesis

This thesis aims to evaluate the mediating effect of employee engagement on the relationship between organisational trust and employee well-being, while job autonomy acts as a moderator.

The Objectives of the Thesis

1. Analyse the literature, constructs and previous theoretical frameworks on employee engagement, organisational trust, well-being, and job autonomy.
2. Investigate and understand the interconnections of employee engagement, organisational trust, well-being, and job autonomy.
3. Conduct an empirical study and present the results.
4. Present the conclusions and recommendations based on the literature review and the empirical study.

The Methods Deployed of the Thesis

1. Analysis of Scientific Literature
2. Quantitative Study
3. Statistical Data Analysis

The Description of the Structure of the Thesis

1. Theoretical Framework
1. Research Design
2. Empirical Analysis
3. Conclusions and Recommendations

1. The Analysis of Scientific Literature

1.1 Employee Engagement

1.1.1 What is Employee Engagement

Employee Engagement was best described by Karanges et al. (2015), in their study they defined employee engagement as the degree to which employees simultaneously commit emotionally and rationally, which influences their ambitions and willingness to stay and dedicate themselves at work. The dual commitment allows the employee to feel a sense of pride, belonging and purpose within the organisation. Engaged employees are not only seen often in the workplace, but are also often heard, they do not shy away from speaking their mind as they believe it will help the organisation be more successful. The ability to openly speak one's mind and help the organisation only cultivates a deeper connection.

Organisations that do not foster engagement can expect lower outcomes. Overall, low engagement is assumed to cost the global economy 8.9 trillion U.S. dollars (Gallup, 2023). This amount is an obvious and critical sign to other organisations that they should start investing in employee engagement. This can be highly beneficial during times of uncertainty both in the organisation and in everything surrounding it, as employees will show a level of resilience. The ability to be more resilient is best shown by the study done by Breevaart & van Woerkom (2024), in which he found out that engaged employees are more resilient in times of uncertainty. The engagement allows the employees to feel the urge to take proactive measures, embrace discomfort and help the organisation to power through during transitions.

Employee engagement goes further than the potential increase in the benefits discussed before. The relationship is more about mutual respect and trust, which only helps both sides. Saks (2006) argues that engaged employees do not emerge out of nowhere. They are a result of successful work done by the organisation, which helps to create an environment that gives the stage to the employees. Employees who feel valued return this favour with their time, energy, and commitment.

As discussed, engagement can benefit the employee, the team, and the organisation at the same time. At the individual level, engaged employees can report higher job satisfaction, improved well-being, and lower stress (Bakker et al., 2014). At the team level, engagement enhances trust and collaboration between team members, which overall improves the effectiveness of the work done (Bailey et al., 2015). Engaged employees reduce absenteeism and turnover for the whole organisation while improving profitability (Harter et al., 2020).

Engagement in the workplace can also have two different concepts such as job engagement and organisational engagement. Job engagement would focus on the happiness in one's work and organisational engagement would focus on loyalty to the organisation. Employee engagement encompasses both, and it is seen from a broader point of view within several different dimensions. Fully engaged employees are both able to find joy in what they do and be loyal to the organisation (Schaufeli et al., 2006).

Organisations that aim to foster employee engagement must understand that it will not happen overnight and that this construct is multileveled and depends on several different factors. Factors such as leadership style, job design, organisational culture, and flexibility are points of discussion in enhancing employee engagement. Social exchange theory implies that workers' dedication to their jobs depends on how committed they believe the company is to them (Saks, 2006).

To sum up, employee engagement should not only be considered as a goal for an organisation, but also a way to communicate with the employee and for them with the organisation. Organisations can unleash the full potential of their workforce and create a resilient, creative work environment where people flourish by cultivating an environment which is engaged in their work.

In this thesis, employee engagement is understood not as an independent construct, but rather as a vehicle which mediates the organisational trust and employee well-being relationship.

1.1.2 Employee Engagement Dimensions

Employee engagement is a multidimensional construct, and this construct is best explained through two main models: Kahn's Psychological Engagement Model and Schaufeli's Work Engagement Model. These models focus on both the emotional and psychological factors that influence employee engagement. These models provide insights into how organisations can both sustain the existing employee engagement and help start building it. The Psychological Engagement Model provides a theoretical foundation to understand better the psychological conditions that help build engagement, whereas the Work Engagement Model helps organisations take actionable steps. When working together these models can provide a more balanced and clear understanding of employee engagement.

Kahn introduced Kahn's Psychological Engagement Model in the early 1990s. This model includes three main dimensions: meaningfulness, psychological safety, and availability (Kahn, 1990). Each of these dimensions helps in its own unique way to influence employee

engagement. To grow this dimension, organisations should design and adapt everyone's jobs according to their strengths. In addition, an organisation must think ahead and create growth opportunities.

Meaningfulness focuses on the idea that every employee's work must align with their personal values and beliefs. Employees experience more meaningfulness when they have a connotation and understanding that their roles matter and that there is a purpose to work in the organisation. It has been shown that task variety and job significance can enhance the perception of meaningfulness (Humphrey et al., 2007).

Psychological safety focuses on the ability of employees to express themselves without any fear of negative feedback and outcomes. Psychological safety is crucial in industries which innovation, collaboration, and overall idea generation are a part of the day-to-day. Edmondson & Lei (2014) found that teams which score high in levels of psychological safety more often take risks, work towards innovating new ways of doing tasks, and are more engaged. Organisations which promote fair treatment, open communication, and constructive criticism significantly enhance their workers' sense of security and this allows them to be more engaged.

Availability ensures that employees have the mental, emotional, and physical resources and strength to succeed at their jobs. Once an employee decreases in the resources mentioned before, it could lead to burnout or an increase in stress, and this would result in disengagement. These days, mental health is crucial to functioning well in the workplace, and a recent study showed that organisations that provide support for mental health maintain the availability of employees; this is especially crucial in demanding work environments (Hamouche, 2020). An organisation can support this dimension by ensuring that the workload is manageable with limited to no over-hours, promoting the much-needed work-life balance, and overall providing access to resources that would help its employees.

Kahn's Psychological Engagement Model emphasises that engagement is not only multidimensional but also dynamic, as there are many interactions between employees and the organisation. Whenever all three dimensions are available to employees, and everything is met, employees are able to show improvements in job satisfaction, performance, and well-being (Knight et al., 2016).

Following Kahn's Psychological Engagement Model, Schaufeli & Bakker (2004) created the Work Engagement Model. This model focuses on work engagement, with the focus being on the multidimensionality and sustainability of it. The model can be split into three dimensions - vigor, dedication, and absorption.

Vigor focuses on having high energy levels and mental resilience in the workplace. Vigorous employees usually approach their work with more enthusiasm, even during difficult times. A study by Bakker & de Vries (2021) found that vigor is best influenced by job resources such as autonomy and support from supervisors. A good example of how to increase vigor is by giving more freedom to employees regarding decision-making.

Dedication focuses on the emotional connection that employees have with their work. Feelings like pride, inspiration, and importance can lead to more dedication to the work. Recent research has linked more dedication when transformational leadership and a recognition culture are present (Lai et al., 2020). Leaders who inspire and organisations that recognise the work done by their employees contribute to fostering dedication.

Absorption focuses on being taken over, absorbed, connected, and immersed in work tasks. This dimension is best seen and observed in roles that require a lot of creativity and problem-solving. Employees who have sessions to come up with and set their goals together with a supportive environment enhance their ability to work on those goals and tasks at hand (Shimazu et al., 2021).

The Work Engagement Model emphasises that employee engagement is not just short bursts of motivation but a long dialogue and relationship between employees and the organisation that leads to growth for both sides. Employees with a long tendency and a history of positive engagement demonstrate higher outcomes in productivity, creativity, and resilience (Bakker & de Vries, 2021).

Organisations aiming to foster and improve employee engagement must prioritise the psychological conditions of employees, taking into account their state because of the work they are doing. Employees who have meaningful tasks which align with their own values are more likely to be absorbed by their work. Similarly, promoting psychological safety can improve absorption and vigor. Organisations can create environments where employees feel valued and inspired when both of these models are integrated and used for the benefit of the employees.

The models created by Kahn and Schaufeli & Bakker show that the theme of employee engagement is complex and depends on several different variables. Organisations are able to create a motivated and resilient workforce when they address the psychological aspects of meaningfulness, safety, and availability and cultivate vigor, dedication, and absorption. Overall, using these models can give insights on how crucial it is to align the needs of an individual with the goals and visions of an organisation.

1.1.3 Factors Enhancing Engagement

Employee engagement is an essential construct for the success of an organisation, and both internal and external factors influence it. For an organisation which wants to thrive or improve its current state, it is essential to understand some of the drivers of employee engagement. As both Kahn and Schaufeli mentioned it, there are many dimensions to employee engagement, and it is not merely the result of one's motivation. However, it is shaped by the leadership styles, job design, culture, flexibility, learning and development opportunities, and recognition and awards of the organisation. Exploring these practices is essential to have an insight into how organisations can strategically enhance their engagement.

Several studies have been done, and a correlation has been made between leadership styles and employee engagement, with transformational and charismatic leadership styles taking the victors for being able to have engaged employees. James MacGregor Burns introduced the transformational leadership style in 1978: "Transformational leadership... occurs when leaders and followers raise one another to higher levels of morality and motivation" (Burns, 1978). Charismatic Leadership was first introduced in 1947 by Max Weber, "Charisma is a certain quality of an individual personality, by virtue of which he is set apart from ordinary men and treated as endowed with supernatural, superhuman, or at least specifically exceptional powers or qualities" (Weber, 1947). According to a study done by Sana et al. (2024) transformational leadership has a significant positive impact on employee engagement compared to transactional and laissez-faire leadership styles. This is because transformational leaders can better inspire, build a connection, create a vision and develop their followers (Sana et al., 2024). According to another study by (Zhao & Sheng, 2019) where they found that charismatic leadership is positively correlated with employee engagement and furthermore enhances vigor, dedication, and absorption among the employees. Charismatic leadership is successful because it is a good style to motivate, create emotional connections, empower, create a positive work environment, and be a role model (Zhao & Sheng, 2019)

A well-thought-out job design can imrpove employee engagement, greater productivity, and a lower amount of stress. A study by Morgeson & Humphrey (2006) found that job characteristics such as autonomy, task variety, and feedback significantly contribute to employee engagement, with autonomy being the strongest predictor. It was found that jobs with higher levels of autonomy allowed employees to have more control over how they wanted to work and the decisions they made, it fostered employee engagement by giving the ownership of the work to the employees (Morgeson & Humphrey, 2006).

The organisational culture can make or break an employee and how much they are engaged in their work. According to the study done by Samanta (2021) a strong organisation fosters commitment among the employees, which can enhance their engagement and overall performance. The highlighted ways in which a positive organisational culture improved the engagement were - alignment of values, sense of purpose, open communication, collaboration, recognition, and reward, and overall creating a supportive environment (Samanta, 2021). Frequent recognition of employees leads to them being happier and feeling that the organisation is a good fit for them (Gupta & Sharma, 2016). It is important that the rewards are equal, and performance based. A good suggestion would be to have peer-nominated rewards to show trust, engagement, and camaraderie among peers.

The flexibility offered by an organisation in terms of where an employee must work has a significant impact on that employee's engagement. According to the study by Saritha & Akthar (2024) employees who were working in a hybrid model showed higher levels of engagement compared to the employees who were working fully onsite or remotely. Some of the reasons why the hybrid model was more successful than others were - enhanced work-life balance, improved communication and collaboration, and autonomy (Saritha & Akthar, 2024).

Another important driver of employee engagement is the learning and development possibilities an organisation offers, as this enables employees to grow professionally and even personally. According to the study done by Gallardo-Gallardo et al. (2020) organisations which prioritise development initiatives have a higher level of satisfaction, engagement, and retention. An organisation which would be able to provide a tailored personal development plan can expect an improvement in the performance and loyalty of their employees. Furthermore, learning and development are crucial in upskilling the workforce and ensuring that they stay relevant in ever-changing environments, for example, the addition of AI or new software in the company.

1.2 Organisational Trust

1.2.1 Definition of Organisational Trust

Without trust, especially trust in your organisation it will be hard to create an effective workplace which can foster performance, retention, inclusion, and engagement. Organisational trust was best explained by Shockley-Zalabak et al. (2000) as "positive expectations individuals have about the intent and behaviours of multiple organisational members based on organisational roles, relationships, experiences, and interdependencies". From this definition, it is possible to create a parallel that trust is rooted not only in individual

but also in collective experiences. Organisational trust can create a safety bubble for the employees, which helps to improve innovation, collaboration and commitment.

Organisational trust consists of three key components: competence, benevolence, and integrity. These components play a significant role in creating a trustworthy environment (Vanhala et al., 2016).

Competence refers to the understanding of how well the organisation, or the members are able to fulfil their obligations and, overall, how well they can do their job. Employees put their trust in their colleagues or leaders whom they feel are capable of doing their tasks to the highest of standards. The more competencies every employee has, the more confidence employees will have in the organisation to succeed even in challenging times. An organisation that can invest in training for its employees, be it specific skill or leadership training, fosters higher levels of trust because competence is being built at every level (Norman et al., 2010).

Benevolence refers to the level of concern organisations have for the well-being of their employees, being able to put employees first, and act in their favour. Organisations or leaders with a strong image of being supportive and caring are more likely to earn and build the trust of their employees. Furthermore, leaders with a lot of empathy and support for their employees report higher levels of organisational trust and lower levels of stress (Hassan et al., 2021).

Integrity refers to being able to stick to one's ideas, values, and ethical principles. Employees would rather trust organisations that act according to their mission, vision, and values, which do not provide fake information or even greenwash them. Integrity can also be found in leaders who are ethical and fair. This helps employees trust their leaders and the organisation (Legood et al., 2020).

Trust can just be built and created out of thin air; it is a very dynamic concept which focuses on the conversations, interactions, and perceptions of the organisation. A recent study done by Men et al. (2020) showed that trust among employees is better built when the organisation is open about the current situation, future plans, or any decisions made that could affect employees. Thus, this transparent communication is a very important driver in cultivating trust. When an organisation is being transparent it can signal to the employees that it trusts them, and the employees can reward the organisation with their effort and input even during trying times.

One of the most recent global crises, the COVID-19 pandemic, created an unforeseen number of challenges for organisations and employees, and during that time, transparent communication helped to build trust. This is further confirmed by research done by Stranzl et al. (2021) which highlighted that organisation which communicate transparently, empathy,

and an understanding of the needs of their employees reported an increase in trust even during such tense times.

Similar to open communication, organisational trust can be affected by factors such as perceived justice and fairness. There are three dimensions of justice which can directly contribute to trust - procedural, distributive and interactional (Colquitt et al., 2001). Procedural justice focuses on how fair the decision-making is, distributive justice focuses on how fairly the workload is distributed among team members, and interactional justice focuses on the perceived fairness of the interactions and interpersonal treatment. When employees perceive all three dimensions, they have higher levels of trust in their organisation.

In conclusion, trust is not a simple concept to grasp as it is quite multidimensional. Trust can be the glue needed to build relationships between employees and the organisation; furthermore, it can be seen as a great foundation for success. Organisations that are able to prioritise trust not only benefit the organisation but also improve employee well-being and create a culture of resilience. Furthermore, this give more reasoning to why organisational trust in this thesis is portrayed as the independent variable, which can shape the levels of employee engagement and which further on impacts employee well-being.

1.2.2 Organisational Trust Categories and Levels

Organisational trust is a multilevel construct with different categories which influence how the teams and the employees' function within the organisation. A recent study which was done by Hasche et al. (2020) discussed that there are two primary categories of organisational trust - interpersonal and intra-organisational. These categories focus on how trust operates and affects the relationship between employees and among the different structures and teams in the organisation.

Interpersonal trust focuses on the relationships between employees within the organisation. Interpersonal trust can be both vertical and horizontal. Vertical trust is between employees and their leaders or managers, while horizontal trust is the trust among other employees who are on the same hierarchal level. Vertical trust is a crucial component in building and fostering leader-employee relationships; this relationship is important in fostering trust in the quality and competence of their leaders, which can enhance the performance and even engagement of employees (Norman et al., 2010). Horizontal trust focuses on facilitating good teamwork and open communication among the employees. Building this trust among employees and colleagues can lead to sharing more knowledge,

which leads to enhancing problem-solving, and generating innovative ideas (Hasche et al., 2020).

The intra-organisational trust focuses on the trust found among an organisation's various departments. Intra-organisational trust emphasises an organisation's decision-making process, policies, and leadership. If employees understand, admit, or even see the fairness and transparency in the organisation's communication and processes, they are more likely to trust the organisation (Colquitt & Rodell, 2011). Intra-organisational trust is very crucial in large organisations where there are many departments, and the organisation has a need for cross-departmental collaboration. Thus, trust can act as a catalyst.

Furthermore, as organisational trust is multilevel and has three levels of trust - individual, team, and organisational (Salanova et al., 2021). Each of these levels addresses the different dynamics of trust and their effects on the organisation.

The individual level focuses on the trust an employee may have in their immediate colleagues and leaders. This level of trust is affected by hands-on experiences and interactions by the employees at the workplace. When leaders demonstrate integrity, fairness, and empathy, it increases their trust (Hassan et al., 2021). Individual level of trust is important and foundational in creating a safe space of work, as employees are able to state their opinions and take calculated risks.

The team level focuses on the trust and bonds that exist between team members. This level focuses on the collective trust within the teams, the greater the trust and belief the more significant the collaboration and performance in their subjective teams. To build collective trust, it is important to have open and effective communication, which will help the collaboration and cohesion in the teams. Teams with higher levels of team trust have reported better performance because each team member relies on each other and their abilities (Badrinarayanan, 2024). Teams which work on a remote basis, but find to for regular check-ins, online team events, and overall foster open communication have reported higher productivity than the teams which do not do it or do it not on a regular basis (Wagan & Sidra, 2025).

The organisational level focuses on how employees see the organisation and its reliability and integrity. Factors like transparency, leadership, and alignment between reality and the stated values and mission statement (Men et al., 2020). Employees who trust the organisation can become brand ambassadors, showing their loyalty and advocating for the organisation going to external events like career fairs or posting regularly on LinkedIn about the organisation. Organisations with a good brand and reputation for being true to their word and

having high ethical standards report higher levels of organisational trust among the employees (Hassan et al., 2021).

The two categories and the three levels are very interconnected and can benefit one another. Having strong team level trust can act as an important bridge in fostering collaboration and aligning both the individual and organisational goals, which would only increase the organisational trust for helping the alignment. Improving interpersonal trust can improve organisational trust, as employees see the fairness of the decision-making and want to contribute more, creating a need for innovation and alignment of the goals, which would benefit the organisation and themselves. Organisations must create and adopt an integrated approach to building trust by ensuring fairness in communication and interpersonal relationships.

In conclusion, it is important to understand that the two organisational trust categories and the three levels. Once an organisation decides to work on creating trust and being trustworthy, it can expect an improved atmosphere and cohesiveness in the workplace in return. Institutional trust is essential as it is able to set the needed foundation for employee engagement.

1.2.3 Organisational Trust Theories

Trust is essential when organisations wish to have a culture of cooperation, loyalty, and autonomy. Several theories have been proposed to understand better what the role of trust in an organisational setting is, especially in creating relationships and expectations. Social Exchange Theory and Psychological Contract Theory will provide information on how trust influences all three levels of organisational trust.

Social Exchange Theory focuses on the idea that that the relationship between employees and employers focuses on the perceived exchanges of benefits, which can be both material and non-material (Homans, 1958). Therefore, trust from both sides is crucial and it becomes as currency in a way that acts as facilitator for the mutually beneficial interactions. Thus, employees who feel their organisation's trust are more inclined to reciprocate through enhanced commitment and engagement. In conclusion, Social Exchange Theory emphasises that employees will respond positively to being recognised by the organisation.

Research done by Wang et al. (2014) highlighted that transparent leadership and being recognised from time to time are crucial catalysts in cultivating trust. Employees who sense and perceive fairness regarding recognition and rewards tend to be more loyal. This creates a cycle of reciprocity as an individual will be thankful for the recognition that it will work more,

and the organisation will recognise the employee for the hard work put in. A meta-analysis of the Social Exchange Theory in organisations found out that the perceived fairness and trust directly correlated with employee retention and job satisfaction (Colquitt et al., 2007).

On the other hand, any decrease in trust from any of the sides will stop the cycle of reciprocity. Social Exchange Theory emphasis the issue of these trust breaches. Trust breaches can be very damaging to both sides, with issues usually stemming from unfulfilled promises, lack of transparency, and unlawfulness, this almost always results in disengagement and then in an increase in turnover or absenteeism (Robinson, 1996). Trust is something that is built over years, but can be broken in a matter of moments, thus it is crucial to remain consistent.

Psychological Contract Theory focuses on the implicit and unwritten set of expectations and obligations between employees and employers. Psychological contracts consist of employees' beliefs about the mutual obligations they share with their employers regarding topics like job security and growth opportunities (Rousseau, 1989).

Trust is vital for the psychological contract to be valid, as it can stabilise expectations and enhance employees' psychological safety. According to Mishra & Kumar (2017), organisations that can maintain their word and deliver on promises made could include promotions, system improvements, team additions, or even training to enhance employees' trust. Of course, any breaches or violations found in the contract can lead to demotivation and reduced productivity.

A meta-analysis focused on the violations of psychological contracts showed that employees started to experience more than usual stress, and they are likely to have withdrawal behaviours that could include intention to leave and more absenteeism (Zhao et al., 2007).

Psychological Contract Theory also mentions the interaction between trust and psychological safety. Employees who trust the leadership to make the correct decisions and provide needed freedom result in an environment which fosters innovation and collaboration (Agarwal, 2014). Thus, employees who trust the organisation feel free to take risks and try to give back to the organisation.

Social Exchange Theory and Psychological Contract Theory provide complementary perspectives on organisational trust. Social Exchange Theory focuses on the reciprocity relationship, and Psychological Contract Theory focuses on honouring before-made agreements. A study by Coyle-Shapiro & Conway (2005). found that if an organisation combines both theories and their approaches, it will significantly improve engagement and retention.

Social Exchange Theory and Psychological Contract Theory create an idea and framework that provides an understanding of how to cultivate trust within an organisation. It is important to understand that trust is very dynamic and back-and-forth between the organisation and its employees, and when the organisation does and implements the ideas into reality, it can expect an environment of value, security, and motivation.

1.2.4 Factors Enhancing Organisational Trust

Trust is fundamental for an organisation's effectiveness. Some key factors influencing trust include leadership behaviours, ethical practices, employee autonomy, organisational justice, and transparent communication. Each factor has its own role in building trust in organisations.

Leaders can play a significant role in the amount of trust employees have in the organisation through their actions, decisions and keeping of promises. Leaders are individuals to whom employees look up to for support, guidance, and inspiration. Thus, to inspire confidence in employees, leaders must act reasonably and be loyal to their words. A study done by Norman et al. (2010) found that authentic leaders are able to create, build, and foster the trust of their followers. The leaders can do this only because they are transparent with the employees and because they provide a helping hand when needed. Furthermore, it was found that a leader who can share their own power and encourage autonomy simultaneously can influence the employee's trust in an organisation (Joo et al., 2022; Huang et al., 2024).

Honest, open, clear communication is essential to build trust in organisations. Transparent communication is not only about delivering accurate and factual information but also about being honest about the current challenges and any potential decisions that could involve some or all of the employees. An organisation that can be characterised by transparent communication can foster an environment where employees feel safe (Lindhout & Reniers, 2022). Another study by Men & Stacks (2013) found that transparency and authenticity in communication can significantly improve organisational trust.

Fairness, justice and, more importantly, justice within an organisation are crucial to creating trust. Employees who perceive organisational justice significantly and positively affect organisational trust (Chen et al., 2015). There can be several types of justice - procedural, distributive, and interactional justice. Procedural justice refers to the perceived fairness of the decision-making process, this type of justice emphasises fairness (Diamond et al., 1975). Distributive justice refers to the perceived fairness of outcomes and resources between employees; this type of justice emphasises that employees evaluate their outcomes based on the outcomes of others (Adams, 1965). Interactional justice refers to the level of

quality of treatment employees receive during specific procedures (Bies & Moag, 1986). Employees that are able to perceive all three types of justice in their organisation have higher trust and satisfaction in their organisation (Colquitt et al., 2001).

The ability to do one's job as one sees fit is an essential resource in cultivating a healthy and trustworthy workplace. According to an experiment done by Johannsen & Zak (2020), employees who were given varying levels of autonomy in task selection performed better than before and showed increased trustworthiness in the organisation and its leaders. This experiment showed that when an organisation trusts their employees to manage their own tasks, they pay it back with becoming more engaged and efficient.

A strong moral foundation built by ethics of the workplace can reinforce trust in the organisation. Ethical practices like being respectful, transparent, honest, and fair create an environment where the employees feel safe and respected. An ethical organisational climate can reduce the intent to leave and improve engagement (Borrelli et al., 2023).

1.3 Well-being

1.3.1 Definition of Well-Being

Well-being is a dynamic construct that involves an individual's physical, mental, and social levels. According to Michaelson et al. (2012) well-being can be best understood as how people feel and function on a personal and social level. The two levels of well-being highlight the importance of how an individual feels, how they can present themselves to others, and how they can go about their job. Well-being should not be just about feeling good and relaxed, but more about being able to find a purpose and a balance.

An organisation's main priority should be an employee's well-being, as it is important for them to feel the best and be the most productive. Furthermore, organisations that prioritise the well-being of their employees are able to get more out of them, as they are better equipped mentally and physically to do their jobs.

Well-being can be understood as a balance between resources and challenges, giving it a more dynamic explanation (Dodge et al., 2012). The resources needed to navigate the challenges can vary from role to role, but if an employee has enough autonomy and support, they can be more productive than before.

An organisation can help well-being prosper or ensure that it does not. An organisation influences the well-being of its employees through the leaders, policies and, in general, the type of culture that is present. These factors directly impact and influence the employees as

they have hands-on experience. Additionally, work-life balance, growth, and fairness have been identified as crucial catalysts in promoting well-being (Guest, 2017). A physical and mental workforce can be linked to lower healthcare costs and less of a chance of burnout and stress (Danna & Griffin, 1999)

Organisations are now taking a more proactive approach to providing all of the necessary means for employees to have better well-being. Some organisations have created mental health programmes, health packages, and wellness initiatives. Access to counselling services is crucial for some employees and having that service creates a sense of belonging and overall psychological safety (Cascio & Montealegre, 2016).

Overall, the understanding of well-being is ever-changing and broadening with time. The COVID-19 pandemic changed the working conditions for future generations, with more companies offering a hybrid and flexible way of work to this day. The flexibility offered by the organisation enables employees to feel more relaxed and report higher levels of psychological safety just because they improved their work-life balance (Parker et al., 2017). Of course, while working remotely, it is important to create clear boundaries for yourself as it is easy to start to overwork and overstimulate yourself.

Well-being is a dynamic concept but an integral one for the success of its employees and the organisation itself. Addressing the personal and social levels of well-being can enable an organisation to thrive, as its employees will have a lot more energy and will feel thankful. Most importantly, it is not a short-term success, but if it is kept up to date and checked up on repeatedly, it can help in the long-term organisational goals. Thus, in this thesis employee well-being is understood to be the dependent outcome variable.

1.3.2 Dimensions of Well-Being

Employee well-being is a broad term that refers to an employee's health, fulfilment, and overall sense of purpose. For an organisation it is important to know and understand that well-being has several different dimensions. When the organisation does that, it can start thinking of developing a work environment and culture that focuses on nurturing not only the growth and productivity of the organisation but also of the employee. The dimensions of well-being that will be discussed are physical, psychological, and social.

Physical well-being refers to a person feeling healthy and ready to complete one's tasks effectively (Huppert & So, 2013). In terms of an organisational setting, it is important to take a look at factors like workplace ergonomics, health assessments, and access to wellness

resources. Organisations can promote physical well-being and activity by providing access or discounts to gyms, massage therapists, or any health professionals. According to an observation by Parker & Hyett (2011) it was found that organisations that invest in employee programs that include health interventions resulted in an improvement of the employee health. Furthermore, a study done by Chapman (2012) found that organisations which have implemented comprehensive health programs by combining and promoting such aspects as physical activity and nutrition advice reported a 30% decrease in absenteeism and an increase in the well-being of its employees. Both of these studies reinforce and directly show there is a direct correlation between the physical well-being of an employee and their output and motivation.

The psychological well-being focuses on the mental and emotional health (Ryan & Deci, 2001). In this dimension of well-being, it is important to look at factors like the ability to manage stress, be resilient, and find joy. Thus, any deviation from the norm in terms of mental and emotional health can derail an employee from succeeding at work; at times, employees are not able to focus entirely on their work, resulting in not fulfilling their role. With the tendency of more employees to focus on their mental and emotional health, organisations need to implement any possible support to current and potential employees by addressing the current stressors. Employees who feel supported by their organisation for their mental health are able to contribute more and reflect positively (Dagenais-Desmarais & Savoie, 2012). Furthermore, a more recent study done by Greiner et al. (2022) showcased that there has been an increase in mental health programs in organisations like counselling or workshops about dealing with stress or burnout. Employees with authentic experiences with organisations that support them with psychological well-being report being happier and less stressed.

The social well-being dimension refers to the idea that it is important to establish meaningful connections and relationships to create a positive and supportive community (Keyes, 1998). A supportive peer or community can foster a sense of belonging and trust. It was seen that promoting and prioritising social connections improved mental health and fostered a sense of belonging (Berkman et al., 2000). Furthermore, employees with strong workplace relationships are less likely to leave their roles and the organisation (Anthonysamy et al., 2025). Fully remote and hybrid work agreements have their own challenges in promoting and maintaining social well-being. Virtual team buildings and online communities have been essential in having social interactions, and these efforts improve interpersonal bonds and also reduce the feeling of isolation (Brown & Leite, 2022).

Physical, psychological, and social well-being are all linked and help to better understand an employee's health and state of mind. Organisations that assist employees on all three dimensions can create an environment where employees want to work and thrive. Employees feel and sense that the organisation is investing a lot of time, energy, and money, so they want to pay back with their efforts.

1.3.3 Types of Well-Being

Well-being can be categorised into two types: hedonic and eudaimonic. The two approaches provide different but complementary views on how employees feel, experience, and are satisfied with their work. A good balance between both types of well-being allows an organisation to have not only a happy working environment but also a resilient one.

Hedonic well-being focuses on obtaining the most pleasure and satisfaction and, in general, having the best experiences. In short, hedonic well-being focuses on having the most positive experiences and the fewest negative ones (Huta & Waterman, 2013). In a working environment, hedonic well-being can manifest itself in terms of job satisfaction, positive mood, and low stress levels.

Employees are always happy when they are recognised or even rewarded, and thus, they experience more hedonic well-being. Initiatives that focus on rewards and recognition, like celebrating goals achieved, having chill zones in the workplace, or even offering other benefits, directly contribute to hedonic well-being (Warr, 2020).

It is important to think about the long term, not merely instant and momentary motivators like bonuses, pizza parties, or pets in the office on Friday. Thus, it is important to create strategies that allow a lasting sense of purpose and connection to one's work and its potential perks.

In contrast to hedonic well-being, eudaimonic well-being focuses on one's improvement, growth, or even purpose in the organisation. For eudaimonic well-being, authenticity and fulfilling an employee's potential are important (Huta & Waterman, 2013). In a working environment, eudaimonic well-being can manifest itself in alignment with the organisational mission, vision, and values, a sense of accomplishment, and, in general, doing important and meaningful tasks.

Employees who need challenges and growth always seek personal development by having and owning projects and participating in upskilling workshops. In this way, it is possible to

improve eudaimonic well-being (Ryan & Deci, 2000). Employees whose work goals and personal goals align and who can feel that they contribute on a larger scale are able to be committed and resilient.

It is also important for an organisation's eudaimonic well-being to always have a dedicated training team that can provide the needed and desired employee training. Otherwise, there would be a very finite number of growth opportunities, and this could lead to dissatisfaction and a sense of standing in place.

Employees who have both types of well-being report higher levels of vitality, creativity, and satisfaction (Schotanus-Dijkstra et al., 2015). For the organisation, this means that it is important to address the long-term needs of the employees, not only the short-term ones. Policies that are aimed at improving hedonic well-being, like rewarding the top employee or even having flexible work arrangements, should also touch eudaimonic well-being, like mentorship programs or upskilling possibilities. A study done by Keyes (2002) suggested that the employees who pertain to both types of well-being are more social and initiative-forward, which benefits them and the organisation, additionally, they are less likely to burn out.

In conclusion, a balanced approach should ensure that an employee would find joy in their work and a sense of pride while being rewarded and recognised but also the employee can see the bigger picture and seek out challenges for personal growth. This dual focus could help an organisation create an engaged and even self-motivating environment.

1.3.4 Theoretical Frameworks on Well-Being

A potential key to understanding employee well-being could be by analysing the frameworks that help explain what influences it. The two primary frameworks are the Conservation of Resources (COR) and the Positive Psychology Framework (PERMA model). Both of these frameworks can give insight into what influences positive and negative spikes in well-being.

Hobfoll (1989) developed the Conservation of Resources theory, which describes how employees attract, retain, and protect the energy and resources that seem valuable to them. The COR theory emphasises the importance of energy and resource conservation, especially during times of stress, which could decrease well-being.

According to the COR theory, there is a direct relationship between loss of energy and resources and heightened stress levels, as the more energy and resources an employee loses,

the greater the level of stress they feel (Hobfoll, 2001). Thus, employees try to attract and retain as much energy and resources as possible to protect themselves later on. A study done by Halbesleben & Buckley (2004) found that it is essential for managers to understand the COR theory as this could help them create a positive environment that minimises resources and energy loss for the employees.

The Positive Psychology Framework (PERMA Model) was developed by Seligman (2011). It includes five elements which directly contribute to an individual's well-being: Positive Emotion, Engagement, Relationships, Meaning, and Accomplishment. This framework can be adopted and used in an organisational setting to show how well-being can be cultivated through experiences that enhance personal and professional fulfilment.

Positive Emotions focus on the importance of enhancing emotions such as joy, gratitude, and optimism, which can lead to a work environment in which employees thrive and feel supported. Positive emotions are not only important for feeling good in the moment, but they are also essential for fostering resilience and satisfaction in life (Seligman, 2011).

Engagement refers to a state of being fully absorbed and focused on work. For organisations which want to bear the fruits of an engaged employee it is essential to provide work that is not dull and boring but rather provides some sort of challenges to the employee. For the individual, being absorbed in such challenges can improve their skills and improve their well-being (Csikszentmihalyi, 1990).

Relationships focus on the need and benefits of creating and maintaining positive relationships at work. This contributes to social well-being by creating a circle of trust and support. Having or not having strong social connections can predict one's levels of happiness and well-being, as the connections can build strong groundwork and provide help when needed (Holt-Lunstad et al., 2010).

Meaning focuses on the need for purpose or, in general, meaning in one's work. Any individual who finds purpose and meaning in life can have greater psychological well-being, which can lead to a greater defence mechanism against stress and issues (Steger et al., 2006). This finding can be adapted to the workplace. If an employee finds a job that fulfils this requirement of being meaningful and with a purpose, they have a better resilience against anything negative that may come up.

Accomplishment refers to the need for people to feel accomplished, and having goals and milestones marked as done can lead to well-being at work. A study by Schunk & Zimmerman (2008) found that the sense of accomplishment is very much linked to an increase in

motivation and self-esteem, which helps employees create new and bigger goals. Feedback, recognition, and celebration of milestones can also play an important role.

1.3.5 Factors Enhancing Employee Well-Being

There are several different factors that could influence employees' well-being. Some of the factors identified were work-life balance, well-being programs, the influence of leadership, social connections, job design, and diversity, equity, and inclusion. Understanding how each and every of these factors affect the well-being of an employee is important for any organisation.

In today's world, work-life balance is the second most important aspect of selecting a new job, behind only the new salary (Connolly, 2025). Thus, for organisations, it should be a top priority to create an environment where work-life balance benefits the employees and their well-being. Work-life balance branches out into two main subcategories: work-life conflict and work-life enrichment.

Organisations that invest time and resources in creating programs that target the improvement of well-being are instrumental in promoting the importance of health amongst employees. According to the research of Harter et al. (2003), solely the organisation's commitment to employee welfare can contribute to enhancing job satisfaction and reducing turnover intentions. Furthermore, well-being programs influence both the intrinsic and extrinsic job satisfaction levels of employees who participate in them, and the difference is significant between the employees who do not (Marshall, 2020).

Leadership and its styles can have a direct impact on employees' well-being. Leaders can create a working environment to their liking, which affects team dynamics, job satisfaction, engagement, and stress levels. Transformational and servant leadership styles are thought to have the biggest positive influence on employees' well-being.

Transformational leaders are able to inspire and motivate their employees to help them achieve their full potential. Leaders who focus on inspiration and motivation are able to empower the employees on a psychological level, which in turn establishes and enhances their well-being (Kelloway et al., 2012). Transformational leaders are able to create an environment that focuses on and relies on mutual respect and trust.

Servant leadership was first introduced by Greenleaf (1970), who emphasised the importance and need of serving others, which in return creates an environment of trust. Servant leaders focus on the growth and well-being of their employees and the people they serve

(Greenleaf, 1970). Employees who feel that their servant leader values them can report higher levels of psychological well-being (Eva et al., 2019).

Job design is an important factor influencing employees' well-being by shaping their everyday working experiences. Autonomy and the ability to do different tasks are signs of a well-designed job, further fostering its employees' well-being. Solely autonomy unlocks the creative capabilities of employees to do their own work in the way they see best fit, which can reduce stress and improve satisfaction. On the other hand, task variety helps to keep employees engaged and attracted to their job. Jobs with high levels of autonomy and clarity reduce workplace stress and improve well-being (Clausen et al., 2022). Organisations should adapt the Job Demands-Resources model, which was created by Demerouti et al. (2001), as with this model it is possible to adjust the roles and create a balance between job demands with the resources needed and had.

Social connections are crucial in the workplace for promoting well-being. No one wants to go to an office or work in an environment in which you do not know anyone or keep a distance from them. According to Holt-Lunstad (2023), it is essential for an employee's mental health, better mood, and lower stress to have strong social connections in the workplace. The stronger the connection, the better the employee's feeling. Furthermore, these strong connections can lead to trusting each other more and being even more engaged. Organisations should generate ideas that would encourage bonding in the team or on an organisational level, as this should improve not only the mental health but also the performance of the employees.

Maintaining a healthy work-life balance is crucial in promoting well-being in the office. With a better work-life balance comes better relaxation and even more energy to tackle the workday. A recent study done by Hariri et al. (2024) showed that the employees who have stated that they have a good work-life balance experience higher job satisfaction, less stress, and, in general, a better mood together with mental health. Thus, organisations which promote a healthy balance come out as winners in this situation as the workforce is more often more energetic. Additionally, it was stated that organisations that create tailored strategies around the cultural implications and nuances can expect better results in their own diverse workforce. A good example of this would be in Korea, where an organisation would promote longer working hours, while in Malaysia, it would promote job security. In both cases, employees would be satisfied with the work-life balance and their own perception of well-being.

Diversity, equity, and inclusion or better known as DEI initiatives are critical to creating an environment which is open to everyone, where everyone can feel respected, safe, and valued and this leads to a feeling of well-being. Inclusive organisations create an image and

sense of belonging by ensuring that the workplace is diverse and well represented, heard, and provided all of the necessary equipment for growth and success. Deloitte (2022) found out that organisations with a strong DEI presence, policies, and practices report higher engagement, well-being, and innovation, influencing the most underrepresented groups. Prioritising DEI organisations not only creates policies that are equal to everyone, but it can also enhance loyalty and, of course, well-being.

Employee well-being is a very important factor that helps create an environment that is thriving, productive and generally happy. Work-life balance, organisational support, leadership, job design, and DEI best influence physical, psychological, and social well-being. It was shown that effective leadership and supportive working conditions reduce stress and improve engagement, while good, thorough job design and inclusive practices promote a sense of calmness and belonging. Organisations prioritising these factors can expect employees to be more satisfied and succeed (Grawitch et al., 2015).

1.4 Job Autonomy

1.4.1 Definition of Job Autonomy

Job autonomy can be best understood by the level of freedom and ability that employees have to their own work in a way they see best fit (Hackman & Oldham, 1976). The idea and understanding of job autonomy focuses on giving employees the green light to find the best fit option, solution and even method to approach their work, limiting the need of having managerial oversight. As all definitions, job autonomy has changed over time to focus more on the psychological aspect, as it is not about flexibility for the employee of doing their job as they seem best fit, but about having control over their own work (Breaugh, 1999). When a job has high levels of autonomy, employees are able to feel empowered and to mix and match their work to their strengths or sometimes even values, this can eve result in higher motivation to do specific tasks and even being proud and owning up to the results achieved.

According to the Job Characteristics Model, autonomy is understood to be one of the five main and core dimensions which enhance intrinsic motivation, because employees have more responsibility for the outcomes (Hackman & Oldham, 1976). On a similar note, there is the Job Demands-Resource model which paints autonomy to be a resource which only promotes work engagement and acts as a blocker to the stress of the work (Bakker & Demerouti, 2017). The similar idea and concept from both of these models is that autonomy allows employees to adapt their processes and increase the possibility to manage the stress that comes with it.

Job autonomy can be seen and understood in various fields and departments. In roles that are more professional, or even creative job autonomy can allow employees to have the freedom of setting their own priorities and deadlines, also employees can try out various methods of obtaining the same result, most importantly employees are allowed to make decisions independently may it be client facing or not client facing. In other fields like manufacturing or even service providing, autonomy can allow employees attack problems in a way they see best fit, working at their own pace, or even rearranging the order of the tasks. In these cases, there is one similarity autonomy allows the employee to be the judgment maker, and it is only valid with the help of the organisation trusting the employees, and this creates a loop as then the employees trust the organisation (Johannsen & Zak, 2021).

An important factor to take into account is that job autonomy is not and will not be automatically beneficial to all employees. There are other factors such as competence, organisational culture, and the type of work which can benefit or drawback the performance of the employee. A good example would be when employees are burden with too much autonomy without a guiding hand it can lead to ambiguity, employee straiin, not being able to make the final decision, and this is most prominent with the less experienced employees (Clinton & Conway, 2024). Therefore, an effective working culture and job design must balance the anatomy with an appropriate level of support, guidance and most importantly accountability to be fully beneficial.

1.4.2 Dimensions of Job Autonomy

Job autonomy similar to multiple constructs is not singular, but multidimensional. It first identified by Breaugh (1999) that there exist three initial forms of autonomy - method, scheduling, and criteria autonomy. Each dimension sheds focus on an exact aspect of the employees' psyche and control and each dimension in its own way shapes their motivation, engagement, and even their results.

The work method autonomy has a clear emphasis on the employee's ability and freedom to independently to choose how they want to approach issues and problems. A good example would be a recruiter being able to choose their own applicant tracking system or using any form of sourcing/headhunting to find the best candidate for the role together with complete freedom of ways of attracting the candidate to the company. According to the research done by Zhang & Bartol (2010) employees who had more work method autonomy had a higher chance to become more creative and find more niche solutions to their own problems. Thus,

work method autonomy is crucial in industries where creativity and knowledge are essential, as having the flexibility to approach each task as you wish could have a positive effect on the quality of the performance.

The work scheduling autonomy defines the level of control an employee has in adjusting when and in what order the tasks can be done. This would allow employees to start off their day by responding to emails or doing maybe the hardest part of their work in the morning or any way they see best fit. Kelly et al. (2014) in their research found that the ability to schedule ones work how they see best fit leads to better work-life balance, less stress, and even increases the levels of satisfaction. Some of the actual examples of having flexibility to schedule work are fewer work-family issues and just greater well-being than the employees who are stuck in highly structured jobs with zero to no flexibility.

Lastly there is the work criteria autonomy dimension which centres employees to be their own judges and evaluators. This dimension of job autonomy is important in industries where there are limited levels of supervision and employees must evaluate the quality of their own work (Morgeson & Humphrey, 2006). Work criteria autonomy can lead to employees feeling more competent and having a clearer understanding of their professional skills.

As understood each dimension contributes in its own way towards motivation, but the combination of all three dimensions can create a fuller and thorough sense of autonomy. Going back to my previous example of a recruiter having work method autonomy and now the recruiter would also have work scheduling autonomy being able to work on sourcing, interviewing and even giving out offers whenever they see best, and also having full work criteria autonomy and being able to judge how well they recruiter, how fast, how much of a fit the person would. When a recruiter has all of these three dimensions it leads to higher levels of ownership and motivation to a recruiter who has only 2 or 1 level of autonomy. Employees who had autonomy in scheduling and method, but not in criteria felt that they did not have power, as they lacked clarity and ability to understand how their work was judged and on what basis (Langfred & Moye, 2004).

Grasping on how the multidimensionality of job autonomy works can help employers understand how to maximise the potential and productivity of their employees. Furthermore, it is important for organisations to not only just let their employees run free and do as they wish, but they must also adapt the work and give autonomy where it is needed to avoid dissonance and further issues.

1.4.3 Theoretical Frameworks on Job Autonomy

There are three well described theoretical frameworks which help us understand how job autonomy influences the employees, and they are the job characteristic model, self-determination theory, and the job demands-resources model.

To begin with the oldest framework the job characteristics model developed by Hackman & Oldham (1976). They were the first to pinpoint job autonomy in the very centre of the job design idea. In this model job autonomy is not alone as it is a part of a core of five dimensions which in return lead the employee to three states of feelings meaningfulness, responsibility, and knowledge of the results. Job autonomy plays an important role in the responsibility aspect, as it can improve the motivation and the satisfaction of one's job. Job positions with higher levels of autonomy usually make employees sense their own accountability for the results, which only aligns them further with their own work. The job characteristics model was recently validated through a meta-analysis, in which it was confirmed that job autonomy has a very strong relationship with job satisfaction and employee engagement (Humphrey et al., 2007).

Continuing with the Job Demands-Resources model which provided a broader understanding of job autonomy and placed autonomy as a part of the job resources (Demerouti et al., 2001). Resources are seen not only as motivators but also as a line of defence against the negative effects of the job demands. Job autonomy is able to allow an employee to create and change the strategies to be further able to cope with stress for example. In their later study Bakker and Demerouti (2017) show that job autonomy without fail had the ability to improve employee engagement across various departments and industries. A good example would recruiters who have the ability to design their own recruitment strategies report higher levels of engagement than the recruiters who have to follow a strict way of doing things.

To finish with the most recent framework the self-determination theory which positions autonomy as one of the three universal psychological needs together with competence and relatedness (Ryan & Deci, 2001). Job autonomy is the key ingredient in fostering intrinsic motivation, as employees feel that it is their wish and will to do things rather than just being told and controlled by an external force. In a research done by Gagné and Deci (2005) they found that when job autonomy is supported and encouraged employees are more often than not keen to take the organisational goals on themselves and put in consistent levels of effort, while in the times when autonomy is not allowed or heavily restricted there could be less motivation and more turnover. Self-determination theory is not local to one country or one type of role, in a recent study it was found that job autonomy was consistent with employee

engagement and their well-being across various countries and cultures (Van den Broeck et al., 2016).

On a more recent note, it was proven by research that job autonomy stimulates one's brain in the reward pathways area, and it triggers oxytocin releases (Johannsen & Zak, 2021). Oxytocin is a hormone which is closely related to the feelings of trust and ability to bond with peers. Furthermore, it shows that job autonomy is not only beneficial on the psychological level, but also on the physiological levels, and it brings benefits for the employee.

In conclusion, all of these three theoretical frameworks shed light on that job autonomy is not good benefit if it is there, but rather it is a core dimension of motivation for employees. Every theory singled out a different mechanism, but all went into an agreement that job autonomy is a fundamental dimension for the success of an employee.

1.4.4 Factors Enhancing Employee Job Autonomy

Job autonomy sometimes can be automatic regarding the type of work being done, but it does not mean that managers and company leadership cannot enhance job autonomy even more.

One of the most significant factors is leadership style specifically empowering leadership. As these are leaders who can delegate, share, and allow employees to make decisions and these actions only increase job autonomy (Ahearne et al., 2005). In sales departments empowering leaders can not only have benefit for the employees but it also can lead to the customers being more satisfied. Just because of the higher levels of job autonomy. On a similar note, another leadership style - transformational, has seen employees benefiting from the increase in job autonomy because it encourages taking bold initiatives, having personal vision, and even boosting creativity (Cheong et al., 2019).

As priorly discussed job design and job enrichments are some of the key strategies to foster job autonomy. If an organisation were to redesign a role and refurbish the process and give employees more authority and various different tasks, it could improve the motivation of the employees. An organisation can take initiative to enrich the jobs of the employees and in return should expect employees being more interested and one with their roles, because of the increase of the autonomy perceived (Oldham & Fried, 2016). In the manufacturing sector job rotation was seen as a job enrichment it gave employees more autonomy regarding the method and scheduling.

Autonomy in where you work also is a great way to improve the trust an employee has. As flexible work arrangements be it remote or hybrid improved employees scheduling

autonomy and at time even method autonomy. Employees which have hybrid work arrangements do report higher levels of autonomy, which showed the benefits of this flexibility offered (Saritha & Akthar, 2024). Similarly, having the possibility to manage a schedule like working at home in the morning or vice versa also reduced the conflicts at home which are related to work (Kelly et al., 2014).

Having autonomy in making decisions is good but knowing how to use this ability well is crucial, thus skill development can lead to positive usages of the autonomy given. Employees which are provided with essential trainings like making decisions and solving problems are more likely to use their autonomy well. Johannsen and Zak (2020) in their research provided an angle that the trainings not only benefit the employee and their understanding of autonomy but actually it also boosted the trust in the organisation and their direct leads.

It is a given that the organisation and its culture automatically shape the level of autonomy given to the employees. Taking into account different cultures the automatic level of autonomy also changes, for example in cultures that put an emphasis on decentralisation and innovation automatically values and fosters autonomy, while in cultures that value hierarchy and being risk-averse restrict the level of autonomy (Hofstede, 2001). Speaking directly about organisations it is often to see in startups higher levels of autonomy especially regarding methods and scheduling, while in governmental and public companies there are usually more strict and concrete procedures in place. Thus, it is important to align the expectations of autonomy well taking into account the type of organisation it is to measure the possible effectiveness.

In conclusion job autonomy can be created and restricted it all usually lies on the type of leadership, type of organisation, the job design itself, amount of flexibility offered, and ability to improve skills or gain new ones. Organisations should first invest into those factors and create an environment in which employees can actually have job autonomy, to get the needed results and match expectations.

1.5 The Interconnections Between Engagement, Trust, Job Autonomy, and Well-Being

1.5.1 Relationship Between Organisational Trust and Employee Engagement

Organisational trust and employee engagement are interconnected, in this thesis organisational trust is positioned as a precursor while employee engagement is the perceived outcome. They both assist the organisation in successfully reaching the needed targets and sometimes even overreaching them. As soon as an employee is able to understand and perceive the organisation as a trustworthy one, there is a bigger chance of the employee to become

more engaged, dedicated, and resilient (Rahman et al., 2021). The link from organisational trust and engagement can be identified through high loyalty with low turnover especially during harder times or during significant changes, as employees feel that the organisation is being fair and transparent with them (Deepalakshmi et al., 2024). Thus, such organisations can bear the fruit also in the long-term success and can plan ahead.

Leaders always have and will be important not only in the success of the organisation, but also in cultivating trust and motivating the employees. Leaders who are able to stay consistent not only in their words, but also in their actions create a safe and transparent environment which the employees enjoy and value. By being consistent leaders inspire the employees to become more invested in their work. The authenticity of leadership and direct management creates this safe bubble where employees feel trusted and payback by thriving and engaging in their work (Baquero, 2023).

Working in a diverse environment can significantly boost the trust in the organisation. By attracting and retaining a diverse and inclusive workforce where everyone feels valued and respected, organisations help building a safe environment. Alshaabani et al. (2021) highlighted that fair and equitable diversity strategies and practices are create a sense of trustworthiness in the organisation. When employees actually see that it is not just words and empty promises or the organisation is doing something because it must, it can drive them to give back to the organisation. Furthermore, diverse workplaces can come up with more innovative solutions than those in homogenous organisation.

Trust enables employees to feel secure, confident, and comfortable in their work. This allows them to share their ideas more freely and collaborate more effectively. This helps employees be engaged and create more connections in the workplace (Bakker & Demerouti, 2017). Furthermore, employees who have trust and sense that the organisation trusts them are more likely to be fully engaged in their work and overall report being more motivated (Mayer et al., 2016). This proves that organisational trust acts as an independent variable, which directly affects and shapes the levels of employee engagement.

This relationship between organisational trust and employee engagement furthermore promotes stability in the organisation by cultivating teamwork and minimising the potential conflicts between employees. Additionally, trust creates an environment where employees feel safe and can take upon themselves the responsibility and align their own goals with the organisation's goals, which only strengthens engagement. In conclusion, organisational trust

comes first before employee engagement and then the levels of engagement can shape the levels of employee well-being.

1.5.2 Relationship Between Organisational Trust and Well-Being

The well-being of employees would hardly exist without them trusting their own organisations. Only when employees perceive the organisation as trustworthy are they able to feel satisfied by it. Positive HRM practices and social connections are important in creating a trusting environment where well-being can increase. Safety and stress reduction are some of the outcomes of a trusting environment. For this thesis organisational trust has no direct interaction with well-being, but it merely mediates the relationship between employee engagement and employee well-being.

Meeting the needs of employees is not as simple as it is, but when it is done via the help of positive HRM practices it can positively influence both the well-being and trust. By being fair and transparent and focusing on the development of the employees, the organisation can foster trust. When employees see that their needs are not only heard but also understood and met, it strengthens their own trust in the organisation, which further strengthens the engagement and then their own well-being (Jaskeviciute et al., 2021). Thus, such basic practices can create a significant shift in the mindset of the employees and improve their psychological and even physical health.

Social connections are also important in creating trust and further improving the well-being of employees. Hennicks et al. (2024) found that when an organisation firmly promotes social interactions in the workplace, this helps to build trust among peers by cultivating real-standing personal relationships. The created bonds help employees understand one another better, and overall, the bonds help create a more supportive workplace in which employees can feel that they are not alone and are valued, which contributes to a sense of belonging. Thus, the employees who feel this connection with others and have mutual trust and support ultimately feel better, which only enhances their well-being.

Psychological safety is crucial in enhancing well-being, but it is impossible to have psychological safety without trust. Trust helps to create a safe environment for employees not only to make mistakes but also just to be themselves in their own proper form, further on it also helps and allows them to take measured risks and contribute to the ideas of others (Joo et al., 2022; van der Merwe & Olivier, 2024). The overarching theme of psychological safety reduces anxiety, fear, and stress and only improves the mental health and well-being of

employees. As employees usually do not want to be button mashers and just task doers, this safety bubble allows them to have a greater sense of personal fulfilment.

Organisational change is usually never easy, it can be stressful, it could put people into unease, but having trust could help to mitigate all of those issues. Employees which trust the organisation and leadership are better equipped to cope with stress, uncertainty, and change (Babu et al., 2024; Hassan & Mat, 2024). Trust in the organisation can provide a significant sense of stability and reassurance, which only eases the minds of employees and allows them to stay motivated and disregard the background noise, which strengthens their well-being.

Organisational trust is significant in enhancing well-being of employees, by creating a safe environment. Without trust in the organisation, employees would simply be at an unease and not sure what to do and how to act. With the help of trust, they can create for themselves this psychology safety net, and back it up. When the employees feel good, they are able to payback with an immersion into their own work which only benefits the long-term success of an organisation.

1.5.3 Employee Engagement as a Mediator

The mediating role that employee engagement has in this thesis has also already been covered by other authors in similar organisational behavioural literature. Employee engagement is more often understood to be not only an outcome, but also a way to use the benefits for the greater purpose of the organisation. While taking a look at the Job Demands-Resources model, some of the most important job resource - trust is able to foster more engagement, which in the hindsight improves the health and well-being (Bakker & Demerouti, 2017). This allows employee engagement to position itself as an essential variable in the understanding of how organisational trusts manifests into improvements both socially and psychologically for employees.

Organisational trust can provide employees with the foundation of psychological safety and fairness, and both can in turn improve the engagement. Employees who are able to see that their organisation is acting in the best interest of the employee, is being competent and up to date, they are more likely to immerse themselves fully into their roles both on an emotional level and cognitive one (Mayer et al., 2016; Vanhala et al., 2016). This sense of trust is able to remove doubt and uncertainty in what the organisation is doing, and even more it builds a bilateral exchange possibility where it both benefits the employee and the organisation (Saks,

2006). The Social Exchange Theory clearly states that when employees feel trust and support, they are more prone to be committed and have more energy (Blau, 1964).

Multiple researchers were able to provide evidence that employee engagement is a valid mediator with very clear benefits. A good example would be the research done by Albrecht (2010) where he showed that employee engagement can mediate the relationship between good and beneficial organisational environments with positive employee outcomes. On a similar note, it was found that having trust in leaders can predict higher levels of engagement (Breevaart & Bakeer, 2018). Employee engagement is not only a desired result that organisation wants to have, but more of a vehicle with which employees' health can benefit as it results in less burnouts and more satisfaction (Schaufeli, 2017).

Some studies contemplated that in the absence of employee engagement, trust by itself will not be enough to foster well-being. Employees might feel secure and safe but will be disengaged and this limits their potential output and health related benefits. On the other hand, when organisational trust actually fosters employee engagement it increases the levels of vigor, dedication, and absorption which also improve the health and well-being of the employees (Bakker et al., 2014; Knight et al., 2016).

In conclusion, for this thesis employee engagement is at the very centre and is mediating variable which is able to link organisational trust to well-being. Where trust can provide a feeling of being safe and secure, but it is not enough as with the help of employee engagement employees are able to transfer the feeling of being secure into better work experiences which only enhances their own well-being. This mediating effect of employee engagement will at the same time strengthen the theory but also will give practical benefits. Thus, this suggests that organisations should see engagement not as a tool but also as a driver to improve the health and well-being of their employees.

1.5.4 Job Autonomy as a Moderator

As discussed, and shown employee engagement mediates the trust and well-being relationship, while in thesis job autonomy takes the role of a moderator which strengthens that relationship indirectly. Job autonomy can sometimes be understood as the central and pivotal characteristic that leads to an increase in intrinsic motivation. Looking at several different theories and models - Self-Determination Theory and Job Characteristics Model, they both depict job autonomy as essential for improving well-being and motivation.

The more autonomy an employee has the more empowered they feel to have their work aligned with themselves and their own belief systems. Thus, it is clear to see that with the help of autonomy employees are more engaged and it can lead to an increase in their own well-being. A good example is a study that was conducted by Parker et al. (2001) in which they were able to determine that the employees who had higher levels of autonomy were more likely to be more proactive and in general have more well-being.

On the contrary employees in a more rigid environment are less likely to be engaged and have the benefits that come with it. Sometimes employees in jobs which are monitored tested and have no possibility to add some flair of their own feel restricted even though they are engaged in their own work. The beforementioned conditions usually lead to disappointment and even weaking the well-being and engagement relationship (Van den Broeck et al., 2011). The mentioned statement and the research done by Van den Broeck et al. (2011) aligns perfectly with the JD-R model in which it suggested that autonomy can not only predict higher levels of engagement, but more importantly it stands as a guard to neglect the negative effects of high job demands (Bakker & Demerouti, 2017).

Some of the research also has showed that autonomy is able to moderate some of the positive side effects of employee engagement. Employees who are more engagement and have higher autonomy usually report having more satisfaction while other who are not engaged or do not have autonomy do not experience as much satisfaction (Halbesleben, 2010). A similar research was conducted by Xanthopoulou et al. (2011) were able to find out that autonomy usually strengthens the possible effectivity of engagement has on employees and their well-being, as the employees usually have more opportunities to express themselves how they want to.

In conclusion, this thesis has a clear focus on the moderating effects of job autonomy. The whole thesis and the complex model shed the light on the interesting internal variables between the resources and characteristics. This can suggest that the benefits which employee engagement brings to the organisation for well-being are similar and on the same wavelengths to amount of job autonomy the employees feel that they have in their day-to-day jobs. This strengthens the idea that organisations must not only focus on building trust and creating environments where employees can be engaged but also work on creating jobs which are autonomous enough that employees would be engaged enough to translate into improved well-being of employees.

2. Research Methodology

Employee engagement, organisational trust, employee well-being, and job autonomy are some of the most crucial factors that influence not only organisational, but also individual results. Although each of these factors has been thoroughly studied by themselves, but there is a shortage of research that focuses on their interplay and the benefits they bring when acting all together.

The literature review of this thesis has explored how employee engagement is linked to positive well-being outcomes and how trust within an organisation may strengthen or influence that connection. Trust in organisations seems to function not only as a supporting factor but as an active mechanism that enables employees to feel secure, valued, and motivated. When such conditions are present, it becomes easier to foster open communication, alignment with shared values, and a more sustainable work environment overall.

At the same time, there is limited empirical evidence that specifically looks at how all four constructs interact together. Majority of the current literature focuses on two or three of the variables at a time, or state that organisational trust and employee well-being are affected by different external factors. Thus, this research aims to address that gap by analysing how employee organisational trust to employee well-being and whether employee engagement is a mediator in that relationship and if job autonomy moderates it.

This study focuses on the qualitative research approach; it uses survey data to test the relationships within the proposed model.

2.1. Aim, objectives, and hypotheses of the research

2.1.1 The Aim of the Research

This research aims to evaluate the mediating effect of employee engagement on the organisational trust and well-being relationship when job autonomy is the moderator.

2.1.2 The Objectives of the Research

- To evaluate how organisational trust influences employee engagement in the workplace.
- To evaluate how employee engagement influences well-being in the workplace.
- To test whether employee engagement serves as a mediator in the trust and well-being relationship.

- To test whether job autonomy serves as a moderator in the trust and well-being relationship.

Even though that all 4 constructs (organisational trust, employee engagement, job autonomy, and employee well-being) have been often studied in depth by various researchers alone, in pairs, or in threes, but there seems to be a lack of research on analysing them all together. Furthermore, the constructs when they were studied in the previous studies were analysed in a direct link, rather than mediation or moderation.

It is fair to agree with the previous researchers which agree that organisational trust improves the psychological safety and emotional attachment to the organisation (Edmondson, 1999; Dirks & Ferrin, 2002). It was also proven that the trust improves the engagement and even employee's commitment to the organisation (Hassan & Ahmed, 2011; Bakker & Demerouti, 2017; Breevaart & Bakker, 2018). Benefits of employee engagement also include improvement for employee well-being, as it mitigates and minimises the potential burnout and maximises their satisfaction in their work (Robertson & Cooper, 2010; Hakanen & Schaufeli, 2012).

It remains uncertain how specifically having organisational trust leads to improved employee well-being, there is a lack of research which goes in depth that focuses on understanding this uncertainty. In some previous research (Christian et al., 2011; Bailey et al., 2015) it was partially proven that engagement can act like a mediator, but still, it lacks very conclusive evidence. At the same time, it is understood that job autonomy is understood as a crucial factor in strengthening engagement and well-being by employees and at the same time decreasing the bad effects of small or non-existent self-believe or even high demands and expectations in the workplace (Hackman & Oldham, 1976; Seppälä, 2020).

Other studies have proven overall that job autonomy improves the connection between resources and engagement. One of the most prominent and already beforementioned in the literature review Job Demands-Resources model (Bakker & Demerouti, 2017). On a similar basis it was found that job autonomy can act as a filler for some psychological needs, which only improves the motivation and engagement (May et al., 2004; Ryan & Deci, 2020).

Image 1.

The empirical model of the mediating effect of employee engagement on the relationship between organisational trust and employee well-being when the moderator is job autonomy.

EMPLOYEE ENGAGEMENT (M)   JOB AUTONOMY (W)

ORGANISATIONAL TRUST (X) ⟶ WELL-BEING (Y)

⟶ Direct Effect
- - - - ⟶ Mediating Effect
········⟶ Moderating Effect
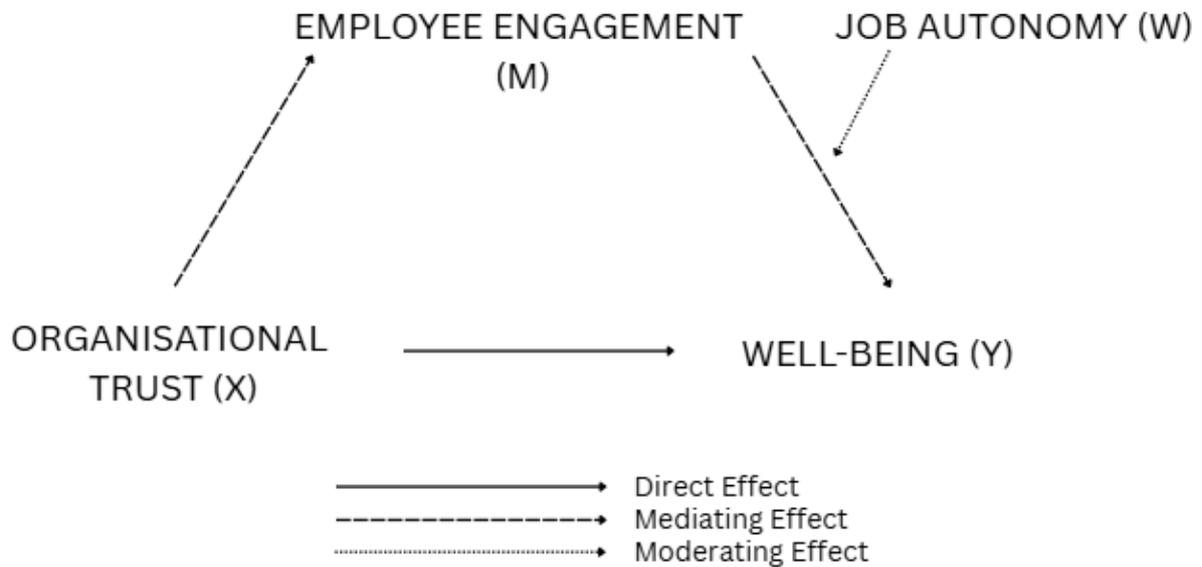
Reference: Created by an author based on the literature review and empirical research.

To conduct the empirical research, a quantitative research method will be used. The data will be collected by anonymously surveying respondents through a structured questionnaire.

2.1.3 The Hypotheses of the Research

According to the literature review and the empirical model, several hypotheses have been formulated:

H1 - Organisational Trust is positively associated with Employee Engagement.

Some of the empirical research done has proved that organisational trust can directly influence employee engagement with the help of psychological safety. Research done on bank employees showed that the if they feel trusted by their peers and management, they are more likely to be more engaged than those who do not feel trusted (Zanabazar et al., 2024). Furthermore, it was found that when employees trust their organisations, they are more likely to believe that their organisation is able, benevolent, and integral, this leads them to be more engaged in their day-to-day jobs (Mayer et al., 1995). Following that, research done by Colquitt et al. (2007) when employees feel that they are being treated well and with respect they build trust, this trust then transforms into engagement and leads to a more productive workplace. Lastly, there are several leadership styles like authentic, servant, and transformational which focus on having high trust between the leader and the employee, and these styles are more often able to have more engaged teams, because the leaders trust the employees and vice-versa (Legood et al., 2020).

H2 - Employee Engagement is positively associated with Employee Well-Being.

This hypothesis is highly supported by the JD-R model, in which it states that engaged employees are more likely to experience good well-being. The research done by Bakker & Demerouti (2007) provided exact evidence that job resources are able to predict engagement, which only stimulates the well-being of employees. It was also proved that engagement is closely linked to job satisfaction and commitment, and it has a negative relationship with quitting (Christian et al., 2011). It was furthermore established that engaged employees tend to have better mental health results which is a part of their well-being (Crawford et al., 2010). Lastly, Halbesleben (2010) proved that engaged employees usually have negative relationship with burnout and positive one's with satisfaction and commitment which are a part of well-being.

H3 - Organisational Trust is positively associated with Employee Well-being.

Similarly to employee ornament trust, well-being can also be improved when employees feel safe in the organisation. It was proven recently that organisational trust cam influences the job satisfaction and psychological well-being (Olvera et al., 2024). When employees feel that organisation is equal to all and have a sense of justice it increases their trust in it, and this only improves the well-being outcomes like satisfaction and mental health (Cohen-Charash & Spector, 2001). Organisational trust can improve the well-being of employees by reducing their anxiety and this helps the employees to stay sharper (Li & Yan, 2009). If employees feel safe and secure in the organisation, they are able to speak up more and this only enhance their trust which further on improves the well-being (Mogård et al., 2022).

H4 - Employee Engagement mediates the relationship between Organisational Trust and Employee Well-Being.

This mediation relationship can be supported and confirmed by the social exchange theory (Blau, 1964) and other scientific evidence. It was shown that when organisations provide resources like support which is based on trust, then these resources can provide positive outcomes like satisfaction and well-being, and all of this happens through employees being engaged (Salanova & Schaufeli, 2008). Similarly, Saks (2006) found that employees which sense that their organisation is trustworthy, are more engaged and dedicated and this leads to higher satisfaction in the organisation and better well-being. More recently Salanova et al. (2021) found out that vertical trust in fact acts through employee engagement and directly influences the well-being and commitment. Finally, it was proven that employee engagement

can act as a bridge which links the values of an employee with the one's of the organisation and the support gotten from the organisation, this usually leads to better results and health (Rich et al., 2010).

H5 - Job Autonomy moderates the relationship between Employee Engagement and Well-Being.

This hypothesis can be understood through the self-determination theory, furthermore this theory is supported by a quite new study done by Liu et al. (2024) where they also found that the job autonomy can moderate the mediating effect of employee engagement on psychological capital. Additionally, another study was conducted in which it was found that job autonomy can extend the employee engagement and employee well-being benefits with the help satisfaction and meeting basic needs (Clausen et al., 2022). A similar study showed that possibilities to enhance autonomy also enhanced its positive solutions for well-being (Nielsen et al., 2017). Finally, the Job Characteristics Model developed by Hackman & Oldham (1976) showed that job autonomy actually moderates the relationship between how a person is feeling psychologically and their outcomes, when the autonomy is higher, they are more satisfied which led to more well-being.

2.2. The Empirical Model of the Research

After the completed analysis of the scientific literature the empirical model was created based on the basis of which the empirical study will be carried out. Quantitative research will be investigating the mediating effect of employee engagement on the organisational trust and well-being relationship, while job autonomy is the moderator.

Stages of the research:

1. The first stage of the research was the analysis of the scientific literature that focused on the main concepts, dimensions, and other crucial factors of organisational trust, employee engagement, well-being, and job autonomy. The literature review also focused on the interconnectivity of the four values mentioned above.

2. The second stage of the research is the quantitative study. It will be an anonymous questionnaire survey, and the gathered data will be used to provide more information about the research topic. The survey itself will be held online.

3. The third stage is the analysis of the collected research data, which was gathered during the second stage. To process and analyse the data, the statistical analysis program SPSS will be used.

2.3. Structure of the Questionnaire, Sample of Respondents, Methods of Data Analysis

2.3.1 The Structure of the Research Questionnaire

In this quantitative research study, a structured questionnaire will be used to evaluate the relationship between employee engagement, well-being, organisational trust, and job autonomy. Furthermore, the questionnaire will help in understanding whether employee engagement truly acts as a mediator in this relationship and job autonomy as the moderator. The questionnaire will be based on 4 well-established measurement scales from prior research and questionnaires (Table 1).

Table 1.

The Structure of the Research Questionnaire

Questionnaire	Authors	Name	Nr. Of Statements	Cronbach's Alpha
Employee Engagement	Schaufeli et al. (2006)	Utrecht Work Engagement Scale (UWES)	9	0.834
Organisational Trust	Mayer et al. (1995)	Organisational Trust Scale	10	0.942
Well-Being	Seligman (2011)	PERMA Well-Being Model	15	0.938
Job Autonomy	Morgeson & Humphrey (2006)	The Work Design Questionnaire (WDQ)	9	0.941
Demographic Information	-	Gender, age, sector, industry, size, position level, tenure	7	-

Reference: Created by the author based on the sources mentioned in the table.

The full questionnaire can be seen in the annex section as annex 1.

To measure the employee engagement, the Utrecht Work Engagement Scale (UWES-9) (Schaufeli et al., 2006), will be used. This scale consists of a total of 9 statements which are

measured on a 5-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The examples can be found below:

- At my work, I feel bursting with energy.
- I am enthusiastic about my job.
- I feel happy when working intensely.

To measure the organisational trust, the Organisational Trust Scale (Mayer et al., 1995) will be used. This scale consists of 10 statements which are measured on a 5-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The examples can be found below:

- I trust the management of my organisation to act in the best interests of employees.
- My organisation treats its employees fairly and honestly.
- I feel that my organisation values my contributions.

To measure the well-being, the PERMA Well-Being Model (Seligman, 2011) will be used. This scale consists of 15 statements which are measured on a 7-point Likert scale from 1 (Not at all) to 7 (Completely). The examples can be found below:

- I lead a purposeful and meaningful life.
- In my job, I experience positive relationships with others.
- I feel accomplished in my professional life.

To measure the well-being, the The Work Design Questionnaire (Morgeson & Humphrey, 2006) will be used. This scale consists of 9 statements which are measure on a 5-point Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). The examples can be found below:

- The job allows me to make my own decisions about how to schedule my work.
- The job allows me to decide on the order in which things are done on the job.
- The job allows me to plan how I do my work

Furthermore, the survey will remain anonymous, but some questions regarding the demographic information about the respondents will be collected. The information in question is gender, age, organisation's sector, organisation's industry, organisation's size, position level, tenure at the organisation.

2.3.2 The Sample of Respondents

The research will target employees from various industries. A probability stratified random sampling method is used to ensure diversity from different industries. To validate the structure of the constructs, an exploratory factor analysis will be used. According to the literature, each construct should consist of at least 3 variables (Worthington & Whittaker, 2006). Furthermore, it is noted that there should be at least 5 respondents per factor, though 10 is preferable (de Winter et al., 2009). As there is a total of 43 factors then it is needed to have at least 215 respondents, but 430 is preferable.

- Sampling Method - Stratified probability sampling method.
- Sample Size - at least 215 respondents (based on the factor analysis criteria).
- Sample Eligibility - currently employed.
- Diversity - The sample will include a range of different demographics (industry, age, gender, and others).

2.3.3 Methods of Data Analysis

The data analysis will be performed using the SPSS statistical data analysis program. The reliability indicators of the questionnaire are checked by calculating the Cronbach's Alpha coefficients. To check the normality of the data Kolmogorov-Smirnov and Shapiro-Wilk tests will be conducted. For a comparative analysis T-tests and One-Way ANOVA will be used. To check for correlation between employee engagement, organisational trust, well-being, and job autonomy Pearson's correlation test will be conducted. Regression analysis will also be conducted to test direct effects between the constructs. Finally, to understand the mediation of employee engagement and moderating of job autonomy the Hayes' Process model 14 is used.

2.4. Reliability of the Question

The questionnaire created by the author of thesis aimed to measure employee engagement, organisational trust, employee well-being, and job autonomy. To measure the reliability of the questionnaire Cronbach's alpha was calculated on the basis of the 469 respondents. The Cronbach alpha results were high for the majority of the constructs organisational trust (0.942), employee well-being (0.938), and job autonomy (0.941), which shows that data is very reliable. For employee engagement the Cronbach's alpha was lower at 0.834, but still high enough to be counted as. Since for all four constructs Cronbach's alpha was higher than 0.8, the data points can be considered as reliable and used for further analysis (Izah et al., 2023).

3. The Analysis of the Empirical Research Results

3.1. Demographic Characteristics of the Respondents

At the end of the survey the respondents were asked to answer 7 demographical questions. They were asked about their gender, age, sector they work in, industry they work in, size of the company they work in, their position level, and their tenure. The results to those questions are visible in Table 2.

Table 2.

Demographic characteristics of the respondents

Question	Options	Number of answers	Number of answers (%)
Gender	Male	229	49
	Female	239	51
	Other	1	0
Age	Under 25	138	29
	25-34	266	57
	35-44	50	11
	45-54	12	3
	55+	3	1
Sector	Public	85	18
	Private	351	75
	Other	33	7
Industry	Education/Academia	64	14
	Healthcare/Social Services	43	9
	Finance/Insurance/Legal	101	22
	IT/Telecommunications	78	17
	Manufacturing/Construction	18	4
	Retail/Wholesale/Hospitality	30	6
	Transportation/Logistics	8	2
	Consulting/Professional Services	36	8
	Other	91	19

	1-9	95	20
Size	10-249	119	25
	50-249	94	20
	250+	161	34
	Entry-level/Specialist	232	49
	Senior Specialist	85	18
Position	Middle Management	70	15
	Senior Management	30	6
	Executive/Director level	8	2
	Other	44	9
	Up to a year	174	37
	1-3 years	205	44
Tenure	4-6 years	58	12
	7-10 years	17	4
	10+ years	15	3

Reference: Created by the author based on the research data.

As it can be seen in Table 2, the percentage of the respondents' genders were more or less equal with majority being women at 239 (51%), male respondents were at 229 (49%), and one respondent chose the other gender (0%). The majority of the respondents were at the 25-34 age range 266 (57%). Majority of the respondents worked in the private sector 351 (75%). Plurality of the respondents worked in the Finance/Insurance/Legal industry 101 (22%). Plurality of the respondents worked in a company with more than 250 employees 161 (34%). Plurality of the respondents worked in a an entry-level/specialist position 232 (49%). Plurality of the respondents have been working 1-3 years in their current company 205 (44%).

3.2. Assessment of Data Normality

To ensure that the data is normal and possible to use and interpret sone data normality tests were done. To be price the Kolmogorov - Smirnov (p value) and the Shapiro - Wilk test (p value) was done furthermore the skewness and kurtosis were also checked and the results can be visible in Table 3.

Table 3.

Test of Normality results

Construct	Kolmogorov -	Shapiro - Wilk	Skewness	Kurtosis

	Smirnov (p value)	test (p value)		
Employee Engagement	<0,001	<0,001	-,788	,804
Organisational Trust	<0,001	<0,001	-,684	,276
Employee Well-Being	<0,001	<0,001	-,002	-,873
Job Autonomy	<0,001	<0,001	-,699	,140

Reference: Created by the author based on the research data.

As all of the p values for both of tests are less than 0.05 the data cannot be regarded as normally distributed. However, the values for the Skewness and Kurtosis are in between -1 and 1, thus the data can be used for further analysis and understood to have normal distribution.

3.3. Descriptive Statistics

The perception and understanding for the respondents of employee engagement, organisational trust, employee well-being, and job autonomy can be seen and understood from the mean values for each of the constructs. The mean values, standard deviation of the constructs, and the Likert scale used for evaluation are provided in Table 4.

Based on the results seen in Table 4 a scientific assumption can be made that the respondents perceive themselves as engaged as with a mean score of M = 3,79 on a Likert scale from 1 to 5. Furthermore, the respondents perceive their organisation as trustworthy with the mean value at M = 3,69 on a Likert scale from 1 to 5. It is also possible to understand the respondents are quite good in well-being at a mean of M = 4,65 on a Likert scale from 1 to 7. Finally, the respondents also perceive their job as autonomous with a mean score of M = 4,70 on a Likert scale from 1 to 5. Additionally, to understand as a whole how each demographic interacts with each construct some significance tests will be conducted.

Table 4.

The means, standard deviation, and scale values of the constructs

Construct	Mean value of the construct (M)	Standard deviation of the construct (SD)	Scale Value	
			Min.	Max.
Employee Engagement	3,79	0,83	1	5
Organisational Trust	3,69	0,91	1	5

Employee Well-Being	4,65	1,49	1	7
Job Autonomy	3,70	0,96	1	5

Reference: Created by the author based on the research data.

3.4. Distribution of Demographic Data

As there could be various variations among the respondent's demographical information to each different construct it was important to analyse it with the help of independent samples T-test and one-way ANOVA tests. The differences in Employee Engagement, Organisational Trust, Employee Well-Being, and Job Autonomy were checked and matched according to the respondents Gender, Age, Sector, Industry, Size, Position, and Tenure

3.4.1 Evaluation of Constructs According to Respondents' Gender

Independent samples T-test were done to determine if gender does any significant difference in the way respondents provide answer for the four constructs, and the results are visible in Table 5.

Overall, in the results for Employee Engagement, Organisational Trust, and Job Autonomy show that gender does not play a significant role in shaping the understanding of the constructs. However, for Employee Well-Being it was shown that there is a significant difference between Male (M = 4,842) and Female (M = 4,477) results, with the p (two-sided) being <0,05 (p = 0,008). This could mean that females do not experience as much well-being as males due to several reasons like bad experiences, more stress, inability to manage work and person life.

Table 5.

Evaluation of constructs according to respondents' gender

Construct	Male		Female		t-test		
	Mean	SD	Mean	SD	t	p (one - sided)	p (two - sided)
Employee Engagement	3,865	0,808	3,728	0,848	1,782	0,038	0,075
Organisational Trust	3,655	0,934	3,728	0,882	-0,870	0,192	0,385
Employee Well-Being	4,842	1,537	4,477	1,417	2.979	0,004	0,008
Job Autonomy	3,633	1,011	3,770	0,899	-1,547	0,061	0,123

Reference: Created by the author based on the research data.

3.4.2 Evaluation of Constructs According to Respondents' Age

One way ANOVA tests were done to determine if age does any significant difference in the way respondents provide answer for the four constructs, and the results are visible in Table 6. Overall, in the results for all four constructs there was no significant differences between the age groups, as for all of the results the p value was higher than 0,05.

Table 6.

Evaluation of constructs according to respondents' age

Construct	Under 25 (N = 138)		25-34 (N = 266)		35-44 (N = 50)		45-54 (N = 12)		55+ (N = 3)		One-Way Anova	
	M	SD	M	SD	M	SD	M	SD	M	SD	F	p
Employee Engagement	3,64	0,87	3,83	0,83	3,96	0,73	3,83	0,58	4,00	1,00	1,84	0,12
Organisational Trust	3,78	0,87	3,67	0,94	3,60	0,95	3,63	0,53	3,67	1,15	0,57	0,69
Employee Well-Being	4,50	1,52	4,71	1,49	4,76	1,52	4,50	1,00	4,67	1,52	0,57	0,68
Job Autonomy	3,78	0,93	3,61	0,99	3,82	0,98	4,00	0,43	4,00	1,00	1,36	0,25

Reference: Created by the author based on the research data.

3.4.3 Evaluation of Constructs According to Respondents' Sector

One way ANOVA tests were done to determine if the in which the respondents work does any significant difference in the way respondents provide answer for the four constructs, and the results are visible in Table 7. Overall, in the results for all four constructs there was no significant differences between the age groups, as for all of the results the p value was much higher than 0,05.

Table 7.

Evaluation of constructs according to respondents' sector

Construct	Public (N = 85)		Private (N = 351)		Other (N = 33)		One-Way Anova	
	M	SD	M	SD	M	SD	F	p
Employee Engagement	3,741	0,928	3,789	0,815	3,970	0,728	0,915	0,401
Organisational Trust	3,624	0,919	3,698	0,910	3,758	0,902	0,330	0,719
Employee Well-Being	4,635	1,421	4,641	1,511	4,788	1,474	0,151	0,860

| Job Autonomy | 3,706 | 0,986 | 3,695 | 0,972 | 3,697 | 0,964 | 0,004 | 0,996 |

3.4.4 Evaluation of Constructs According to Respondents' Industry

One way ANOVA tests were done to determine if the industry in which the respondents work does any significant difference in the way respondents provide answer for the four constructs, and the results are visible in Table 8.

Overall, in the results for Employee Engagement, Employee Well-Being, and Job Autonomy show that the industry does not play a significant role in shaping the understanding of the constructs. However, for Organisational Trust it was shown that there is a significant difference between the various industries results, with the p value being $<0,05$ (p = 0,014). With industries marked as Other and Retail/Wholesale/Hospitality scoring the least at M = 3,313 and M = 3,367 respectively. Whereas employees from the Consulting/Professional Services and Finance/Insurance/Legal scored the highest at M = 3,972 and M = 3,866 respectively. This could mean that there could be obvious differences in leadership, pressure at work, and just overall trust in the organisation itself.

Table 8.

Evaluation of constructs according to respondents' industry

Construct		Employee Engagement	Organisational Trust	Employee Well-Being	Job Autonomy
Education/Academia	M	3,844	3,836	4,984	3,688
(N = 64)	SD	0,877	0,836	1,464	1,022
Healthcare/Social Services	M	3,861	3,419	4,674	3,674
(N = 43)	SD	0,743	0,893	1,459	1,085
Finance/Insurance/Legal	M	3,683	3,866	4,505	3,723
(N = 101)	SD	0,824	0,851	1,527	0,950
IT/Telecommunications	M	3,731	3,615	4,603	3,590
(N = 78)	SD	0,963	0,939	1,498	1,074
Manufacturing/Construction	M	3,722	3,611	4,333	3,444
(N = 18)	SD	0,826	1,132	1,534	0,984
Retail/Wholesale/Hospitality	M	3,867	3,367	4,600	3,500
(N = 30)	SD	0,819	0,991	1,354	0,938
Transportation/Logistics	M	3,625	3,313	4,625	3,875
(N = 8)	SD	0,744	0,799	1,188	0,641
Consulting/Professional Services	M	3,972	3,972	5,028	4,167
(N = 36)	SD	0,774	0,810	1,464	0,561
Other	M	3,835	3,313	4,539	3,692

(N = 91)	SD	0,764	0,920	1,537	0,903
One-Way Anova	F	0,662	2,443	0,993	1,562
	p	0,725	0,014	0,440	0,134

Reference: Created by the author based on the research data.

3.4.5 Evaluation of Constructs According to Respondents' Size of Company

One way ANOVA tests were done to determine if the size of the company in which the respondents work does any significant difference in the way respondents provide answer for the four constructs, and the results are visible in Table 9.

Overall, in the results for Organisational Trust, Employee Well-Being, and Job Autonomy show that the industry does not play a significant role in shaping the understanding of the constructs. However, for Employee Engagement it was shown that there is a significant difference between the various sizes results, with the p value being <0,05 (p = 0,007). With respondents who work in smaller companies (M = 3,832; M = 4,000) tend to be more engaged than those in bigger ones (M = 3,670; M = 3,689). This could be because the relationships are more closely knit together, and employees are more eager to communicate; there is also higher chance of being noticed.

Table 9.

Evaluation of constructs according to respondents' size of company

Construct	1-9 (N = 95)		10-49 (N = 119)		50-249 (N = 94)		250+ (N = 161)		One-Way Anova	
	M	SD	M	SD	M	SD	M	SD	F	p
Employee Engagement	3,832	2,767	4,000	0,883	3,670	0,781	3,689	0,831	4,131	0,007
Organisational Trust	3,700	0,861	3,740	1,019	3,590	0,861	3,702	0,885	0,504	0,680
Employee Well-Being	4,726	1,395	4,857	1,469	4,532	1,464	4,522	1,567	1,449	0,228
Job Autonomy	3,747	0,875	3,7782	0,931	3,745	0,961	3,578	1,035	1,293	0,276

Reference: Created by the author based on the research data.

3.4.6 Evaluation of Constructs According to Respondents' Position Level

One way ANOVA tests were done to determine if the position level of the respondents does any significant difference in the way respondents provide answer for the four constructs, and the results are visible in Table 10.

The results all four constructs it was shown that there is a significant difference between the various results, with the p value being <0,05 (p<0,001; p = 0,046; p = 0,017; p = 0,016). Starting with Employee Engagement the highest mean score was for the Executive/Director level (M = 4,500) and lowest was at the Senior Specialist level (M = 3,635). A tendency was seen that usually engagement increases bit by bit was the seniority of the respondent increases. This could be that sometimes lower-level employees feel stuck in their roles and doing "boring" tasks while people higher up are more of decision makes and more immersed in their day-to-day activities. The same result was seen with Organisational Trust with the highest mean score was for the Executive/Director level (M = 4,313) and lowest was at the Senior Specialist level (M = 3,459). It would make sense that respondents at an executive and director level would trust the organisations as more often than not they are the ones shaping it, while senior specialists more often have all of the burden of daily tasks as they usually need to cover for their managers or even entry-level employees. Moving to Employee Well-Being the highest mean score was for the Senior Management level (M = 5,367) and lowest was at the Senior Specialist level (M = 4,365). Similarly to the answers before senior specialist sometimes have to be in 3 positions at once ant his can greatly affect their perception of well-being and having a proper work-life balance, while senior managers usually have a good control over what and when they do. Last, but not least for Job Autonomy the highest mean score was for the Executive/Director level (M = 4,250) and lowest was at the Senior Specialist level (M = 3,471). It makes sense that at the top of the chain there is more autonomy and doing as one pleases, and the senior specialist usually has the biggest burden of work and not being rigid.

Overall, these results showed that the highest level of employees always have higher engagement, trust, well-being, and autonomy than the lower-level employees. Senior specialist always scored the lowest as they usually have to carry the burden and pressure of delivering for the team. While entry-level employees do not always care that much thus, they have moderate engagement, trust, well-being, and autonomy.

Table 20.

Evaluation of constructs according to respondents' position level

Construct		Employee Engagement	Organisational Trust	Employee Well-Being	Job Autonomy
Entry-level/Specialist	M	3,694	3,696	4,586	3,724
(N = 232)	SD	0,861	0,946	1,535	1,007

		Senior Specialist (N = 85)			
Senior Specialist (N = 85)	M	3,635	3,459	4,365	3,471
	SD	0,884	0,930	1,550	0,983
Middle Management (N = 70)	M	4,057	3,786	4,886	3,771
	SD	0,740	0,832	1,336	0,801
Senior Management (N = 30)	M	4,133	3,667	5,367	4,067
	SD	0,681	0,977	1,450	0,868
Executive/Director level (N = 8)	M	4,500	4,313	5,250	4,250
	SD	0,535	0,594	1,165	0,707
Other (N = 44)	M	3,841	3,841	4,568	3,523
	SD	0,608	0,697	1,265	0,927
One-Way Anova	F	5,097	2,279	2,786	2,807
	p	<0,001	0,046	0,017	0,016

Reference: Created by the author based on the research data.

3.4.7 Evaluation of Constructs According to Respondents' Tenure

One way ANOVA tests were done to determine if the tenure of the respondents' work does any significant difference in the way respondents provide answer for the four constructs, and the results are visible in Table 11. Overall, in the results for all four constructs there was no significant differences between the different tenures, as for all of the results the p value was much higher than 0,05.

Table 31.

Evaluation of constructs according to respondents' tenure

Construct		Employee Engagement	Organisational Trust	Employee Well-Being	Job Autonomy
Up to a year (N = 174)	M	3,695	3,756	4,448	3,638
	SD	0,815	0,843	1,441	0,956
1-3 years (N = 205)	M	3,795	3,617	4,727	3,668
	SD	0,838	0,982	1,538	1,003
4-6 years (N = 58)	M	3,948	3,655	4,776	3,828
	SD	0,847	0,849	1,427	0,819
7-10 years (N = 17)	M	4,059	4,029	5,000	4,118
	SD	0,827	0,780	1,500	0,857
10+ years (N = 15)	M	4,000	3,633	5,067	3,800
	SD	0,756	0,954	1,486	1,082
One-Way Anova	F	1,787	1,185	1,573	1,330
	p	0,130	0,317	0,180	0,258

Reference: Created by the author based on the research data.

3.4.7 Summary of the Results

Comparing the mean values of respondents answers according to the gender characteristics, significant differences were found between Male (M = 4,842) and Female (M = 4,477) results regarding the Employee Well-Being construct, with the p (two-sided) being

<0,05 (p = 0,008). Meaning that Male respondents were significantly more likely to perceive well-being in the workplace.

Comparing the mean values of respondents answers according to the industry respondents were working in a significant difference was seen regarding Organisational Trust. With the p value being <0,05 (p = 0,014). The results fluctuated from M = 3,313 (Other industry) and M = 3,972 (Consulting/Professional Services). This could be explained by the fact professional services industries always rely on reputation and a lot of the work comes from the already built relationships that's why the trust is high there.

Comparing the mean values of respondents answers according to the size of the company respondents were working in a significant difference was seen regarding Employee Engagement. With the p value being <0,05 (p = 0,007). With respondents who work in smaller companies (M = 3,832; M = 4,000) tend to be more engaged than those in bigger ones (M = 3,670; M = 3,689). This could be because in smaller companies there are more possibilities to interact with one another and more chances to show yourself.

Comparing the mean values of respondents answers according to position level of the respondents a significant difference was seen regarding in all four constructs. With the p value being <0,05 (p<0,001; p = 0,046; p = 0,017; p = 0,016). For Employee Engagement the results fluctuated from M = 4,500 (Executive/Director level) to M = 3,635 (Senior Specialist level). For Organisational Trust the results fluctuated from M = 4,313 (Executive/Director level) to M = 3,459 (Senior Specialist level). For Employee Well-Being the results fluctuated from M = 5,367 (Senior Management level to M = 4,365 (Senior Specialist level). For Job Autonomy the results fluctuated from M = 4,250 (Executive/Director level) to M = 3,471 (Senior Specialist level). Thus, these results clearly show that the higher a person is in the chain the better they have, while people in the senior specialist role score the lowest everywhere as usually, they do everything to help managers and career starters.

When comparing the mean values of respondents answers according to the demographic characteristics no significant differences were found between the age groups, sector they were working in, and the tenure the respondents were working in their company.

3.5. The Mediating Effect of Employee Engagement on the Relationship Between Organisational Trust and Employee Well-Being When the Moderator Is Job Autonomy

To investigate the relationships between Employee Engagement, Organisational Trust, Employee Well-Being, and Job Autonomy and understanding mediation effect of Employee Engagement on Organisational Trust and Employee Engagement, and whether Job Autonomy moderates the relationship between Employee Engagement and Employee Well-Being, linear regression analysis was performed. Furthermore, a mediation and moderation analysis was done using the "Process" macro created by Andrew F. Hayes with the model 14 being used to determine the relationships. That analysis will confirm or deny the previously created hypothesis:

H1 - Organisational Trust is positively associated with Employee Engagement.

H2 - Employee Engagement is positively associated with Employee Well-Being.

H3 - Organisational Trust is positively associated with Employee Well-Being.

H4 - Employee Engagement mediates the relationship between Organisational Trust and Employee Well-Being.

H5 – Job Autonomy moderates the relationship between Employee Engagement and Employee Well-Being

The relationship between Organisational Trust and Employee Engagement can be seen in Table 12. Based on those results it is possible to state that Organisational Trust positively predicts Employee Engagement, as according to the ANOVA results the p value is <0,001. The adjusted r square 0,229 suggests that Employee Engagement 22,9% can be predicted by Organisational Trust. Furthermore, the Unstandardized B (0,438) is positive which shows us that higher levels of Organisational Trust are associated with higher levels of Employee Engagement. Thus, **H1 hypothesis is confirmed**.

Table 42.

The relationship between Organisational Trust and Employee Engagement

Independent variable (X)	Dependent variable (Y)	Adjusted R Square	ANOVA (F)	ANOVA P value	Unstandardized B	P value	VIF

Organisational Trust	Employee Engagement	0,229	139,794	<0,001	0,438	<0,001	1

Reference: Created by the author based on the research data.

The relationship between Employee Engagement and Employee Well-Being can be seen in Table 13. Based on those results it is possible to state that Employee Engagement cane be understood as a very good predictor for Employee Well-Being, as according to the ANOVA results of the p value is <0,001. The adjusted r square 0,362 suggests that Employee Well-Being 36,2% can be predicted by Employee Engagement. Furthermore, the Unstandardized B (1,081) is positive which shows us that higher levels of Employee Engagement are associated with a great increase in the levels of Employee Well-Being Thus, **H2 hypothesis is confirmed**.

Table 53.

The relationship between Employee Engagement and Employee Well-Being

Independent variable (X)	Dependent variable (Y)	Adjusted R Square	ANOVA (F)	ANOVA P value	Unstandardized B	P value	VIF
Employee Engagement	Employee Well-Being	0,362	266,467	<0,001	1,081	<0,001	1

Reference: Created by the author based on the research data.

The relationship between Employee Engagement and Employee Well-Being can be seen in Table 14. Based on those results it is possible to state that Organisational Trust cane be understood as a predictor for Employee Well-Being, as according to the ANOVA results of the p value is <0,001. The adjusted r square 0,288 suggests that Employee Well-Being 28,8% can be predicted by Organisational Trust. Furthermore, the Unstandardized B (0,881) is positive which shows us that higher levels of Organisational Trust are associated with a moderate increase in the levels of Employee Well-Being Thus, **H3 hypothesis is confirmed**.

Table 64.

The relationship between Organisational Trust and Employee Well-Being

Independent variable (X)	Dependent variable (Y)	Adjusted R Square	ANOVA (F)	ANOVA P value	Unstandardized B	P value	VIF
Organisational Trust	Employee Well-Being	0,288	190,406	<0,001	0,881	<0,001	1

Reference: Created by the author based on the research data.

Employee Engagement significantly mediated the relationship between Organisational Trust and Employee Well-Being. The direct effect of Organisational Trust on Employee Well-Being was significant with the effect being ,4786 as seen in Table 15. The indirect of Organisational Trust on Employee Well-Being with the help of Employee Engagement was significant across all of the levels of Job Autonomy was statistically significant. The effect fluctuated from ,3472 at lower levels to ,2966 at higher levels as seen in Table 16. Even though the direct effect of Organisational Trust on Employee Well-Being was significantly meaningful after the introduction of Employee Engagement, which gives signs of partial mediation rather than full mediation. Thus, **H4 hypothesis is confirmed**.

Table 75.

The direct effect of Organisational Trust on Employee Well-Being

Direct Effect					
Effect	se	t	p	LLCI	ULCI
,4786	,0680	6,9459	0	,3389	,6064

Reference: Created by the author based on the research data.

Table 86.

The indirect effect of Organisational Trust on Employee Well-Being through Employee Engagement

Indirect Effect				
JA level	Effect	BootSE	BootLLCI	BootULCI
3,0000	,3472	,0444	,2648	,4390
4,0000	,3219	,0523	,2241	,4292
5,0000	,2966	,0759	,1493	,4511

Reference: Created by the author based on the research data.

From the results seen in table 17 show clearly that Job Autonomy does not moderate the relationship between Employee Engagement and Employee Well-Being. The index of Job Autonomy mediation was -,0253. The bootstrap confidence interval for this moderating effect includes zero from -,0924 to ,0400, resulting in this not being statistically significant. This negative value indicates a tendency that Organisational Trust's indirect effect on Employee Well-Being gets weaker as Job Autonomy increases. But as the interval includes zero the beforementioned path is not reliable and cannot be interpreted as meaningful. Thus, **H5 hypothesis is rejected**.

Table 97.

The moderating effects of Job Autonomy on Employee Engagement and Employee Well-Being

Indirect Effect				
	Index	BootSE	BootLLCI	BootULCI
Job Autonomy	-,0253	,0336	-,0924	,0400

Reference: Created by the author based on the research data.

3.6. Research Results and Discussion

This thesis aimed to analysing the interconnections and interplays between employee engagement, organisational trust, employee well-being, and job autonomy. These four constructs are essential for a company to create an environment that would foster collaboration and growth for the employees.

Regarding the demographic results it was found that male respondents perceived well-being than their female counterpart. This could mean that males are more prone to be satisfied with their work and are happier. This could be due to many different reasons. Further on it was shown that Organisational Trust is the most prominent in the Consulting/Professional Services, this could be because in that industry everything still goes through word of mouth and the reputation is crucial thus the organisation would try to create a trustworthy environment. Regarding the size of the company, it was seen that respondent who worked in smaller companies were more engaged. This could be because in smaller companies there are more possibilities to interact with one another and more chances to show yourself. Last, but not least it was seen that Senior Specialist scored the least across the board of all four

constructs, this shows that they do not see themselves within the organisation and usually this is due the fact that everything lies on them and they are the engine of the organisation.

The hypothesis of Organisational Trust is positively associated with Employee Engagement was confirmed to be true. Similarly, as it was mentioned in the literature review as long as employees feel the organisation to be trustworthy, they are become more engaged, dedicated, and resilient (Rahman et al., 2021). Furthermore, when employees feel secure and confident in their workplace, they are more often to be more engaged and able to build more engagement in the office (Bakker & Demerouti, 2017). Therefore, the before mentioned hypothesis of Organisational Trust is positively associated with Employee Engagement was confirmed to be true.

The hypothesis of Employee Engagement is positively associated with Employee Well-Being was confirmed to be true. According to the research it was proven that engaged employees tend to have better mental health results which is a part of their well-being (Crawford et al., 2010). Similar research was done by Halbesleben (2010) which showed that engaged employees usually have negative relationship with burnout and positive one's with satisfaction and commitment which are also a part of well-being. Therefore, the hypothesis Employee Engagement is positively associated with Employee Well-Being was confirmed to be true

The hypothesis of Organisational Trust is positively associated with Employee Well-Being was confirmed to be true. According to the study done by Jaskeviciute et al. (2021) it showed that employee who witness their needs not only being heard, but also understood and met, this only improve and highlights their trust in the organisation which strengthens their own well-being. Having trust in an organisation can actually make employees sharper by reducing their anxiety and improving their well-being (Li & Yan, 2009). Thus, this hypothesis was confirmed to be true.

The hypothesis of Employee Engagement mediates the relationship between Organisational Trust and Well-Being was confirmed to be true. This mediation style has been proven before by other researchers to be true. This stems from the social exchange theory and then this hypothesis has been identified and evaluated by other researchers and a good example would be the research done by Salanova & Schaufeli (2008) in which it was shown that employee engagement can act as an engine in the relationship between organisational trust and employee well-being. It is also important to understand that engagement should not be

only a desired result, but it should be seen as the before mentioned engine or better as a vehicle with who's employees health will benefit from having less stress and burnouts (Schaufeli, 2017). Finally on more recent news it was also seen that vertical trust goes through employee engagement to benefit well-being (Salanova et al., 2021). Thus, this mediation hypothesis was proven to be true.

The hypothesis of Job Autonomy moderates the relationship between Employee Engagement and Employee Well-Being was not proven to be true. Even though this concrete moderation hypothesis was proven by another author, but in the case of this research it was not. Even though one of the most recent studies done by Liu et al. (2024) where they found that the job autonomy can moderate the already mediating effect of employee engagement and psychological capital. A model created some time ago also showed that that job autonomy actually moderates the relationship between how a person is feeling psychologically and their outcomes, when the autonomy is higher, they are more satisfied which led to more well-being. (Hackman & Oldham, 1976). Nevertheless, this moderation relationship did not prove to be true, and it deviates from what was found by previous researchers.

Conclusions And Recommendations

1. Employee Engagement is best defined as the degree to which employees simultaneously commit emotionally and rationally, which influences their ambitions and willingness to stay and dedicate themselves at work. Highly engaged employees tend to be more productive in the workplace and are more often satisfied with their work.

2. Organisational Trust can be understood as positive expectations individuals have about the intent and behaviours of multiple organisational members based on organisational roles, relationships, experiences, and interdependencies. Employees which trust their organisation have a second skin and are more adaptable especially in times of change, they feel that the organisation is moving the right direction, so they adapt to it.

3. Employee Well-Being refers to how people feel and function on a personal and social level. The two levels of well-being highlight the importance of how an individual feels, how they can present themselves to others, and how they can go about their job efficiently and effectively. Employees who perceive well-being are less likely to leave and less likely to be affected by the negative aspects of their work.

4. Job Autonomy can be best understood by the level of freedom and ability that employees have to their own work in a way they see best fit. Positions with more autonomy are more often taken by people who need autonomy and ability to the same task in different ways to motivate themselves.

5. Comparison of the mean values and what that means:

- Male respondents tend to perceive well-being more than the female respondents. This may indicate that the female respondents experience more psychological strain at work which would lower their perceived well-being

- High fluctuation regarding organisational trust was seen in the industry the employees were working in with employees working in Consulting/Professional service scoring the best. This could mean that industries which are driven by relationship building and professionality focus more on ensuring that it seems trustworthy. For the industries which scored lower, they can use these results to understand why this is the case and start creating additional procedures to improve the trust.

- Regarding the size of the company and employee engagement, it was seen that respondents working in smaller companies being more engaged than those in bigger companies. This could be because in smaller companies the line of communication is

shorter and faster and usually everyone tends to know everyone. Thus, for employees it is easier to help out and see how they can assist the organisation and in this way being more engaged.

- Regarding the position level, it was seen that employees who are in the higher levels always score higher than those in lower level, especially senior specialists who scored the lowest among all four constructs. For senior specialists, they are usually stuck in that role without knowing how to grow to a management position as they are already carrying out a big load of the companies' work.

6. The research results confirmed that Organisational Trust is positively associated with Employee Engagement. The study suggested that Employee Engagement 22,9% can be predicted by Organisational Trust. This means that employees which trust their place of work tend to be more engaged and invested in their day-to-day activities.

7. The research results confirmed that Employee Engagement is positively associated with Employee Well-Being. The study showed that Employee Well-Being 36,2% can be predicted by Employee Engagement. This means that employees which are more engaged and absorbed by their work tend to be feeling better emotionally and feeling satisfied.

8. The research results confirmed that Organisational Trust is positively associated with Well-Being. The study showed that Employee Well-Being 28,8% can be predicted by Organisational Trust. This confirms that trust does not always need to go through well-being but can also directly improve how employees perceive well-being. Employees then tend to feel less uncertainty, stress, or in general negative emotions once they trust their place of work.

9. The research results confirmed that Employee Engagement actually mediates the relationship between Organisational Trust and Employee Well-Being. This confirms the idea that employee engagement can act as a vehicle in an organistion. As elevated employee engagement by orgaistioanl trust resulted in a higher result of employee well-being.

10. The research results did not support the moderation of Job Autonomy between Employee Engagement and Employee Well-Being. This means that the effect employee engagement has on employee well-being is good already without the interactions of job autonomy. This means that it does not matter whether employees have high or low autonomy in their place of work, they will still feel the same level of well-being.

Based on the theoretical research and the empirical research results some recommendations were created:

1. As Employee Engagement can be understood as a driver, which enhances trust's effect on well-being. To ensure that employees are still engaged and perceive well-being it would be a good idea that in preparation for quarter reviews employees would answer several simple questions What motivates you?, What prevents you from doing your best work?, How can we support your growth?, or What's one thing we do well/poorly?. Each question must be answered with at least 2 sentences. Furthermore, the organisation could submit a monthly check-in Likert scale survey that would ask about the engagement with the last question being about recommendations for improvement and the best one should be implemented.

2. As senior specialists scored the lowest across all four constructs, it's crucial to attack this problem heads on, by creating a 12-month program that would develop them into becoming managers. Each department must submit at least 2 people to participate who have scored the highest in their performance review within a year. Within this program, it would showcase the senior specialist's new skills needed for leading, delegating, mentoring, and so on. It should be clearly communicated that the organisation does not ensure a leadership position afterwards, but if there will be that these employees would be first in line.

3. To enhance job autonomy, within 12 months the organisation's head of HR together with the department's senior managers must overview the job descriptions and understand which tasks can be changed and adapted into something more flexible that would require creativity. The managers of each team should translate this message and ensure that the employees will start working on some cases and tasks as they see best fit.

4. To diminish the difference in perceived well-being among the genders, an organisation must conduct a bi-annual gender analysis in which they should see the difference in perceived well-being. If after 2 analysis the gap is still there, the head of HR must create a plan on how to diminish it and provide the findings and action plan to the senior management. At the same time a new benefit of an outsourced health service provider that would be tailored to the employees for them to be able to freely and openly communicate. The employee should be covered for at least 4 visits. This benefit must be actively communicated internally.

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THE MEDIATING EFFECT OF EMPLOYEE ENGAGEMENT ON THE RELATIONSHIP BETWEEN ORGANISATIONAL TRUST AND EMPLOYEE WELL-BEING WHEN THE MODERATOR IS JOB AUTONOMY

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Master's thesis

Human Resources Management

Vilnius University, Faculty of Economics and Business Administration

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Summary

87 pages, 17 tables, 1 image and 168 references

The aim of the Master thesis is to evaluate the mediating effect of employee engagement on the relationship between organisational trust and employee well-being, while job autonomy acts as a moderator.

The work consists of the following parts: analysis of scientific literature, research methodology, analysis of empirical research results and the presentation of conclusions and recommendations.

An analysis of scientific literature was performed, during which the definitions, dimensions/levels, and factors enhancing the constructs of employee engagement, organisational trust, employee well-being, and job autonomy were introduced. It also shows the impact these constructs have on the organisations and their employees. Links between the constructs were also analysed in the analysis of scientific literature.

The research methodology part showcases the research model which was created by the author to investigate mediating effect of employee engagement on the relationship between organisational trust and employee well-being when the moderator is job autonomy. The aim, objectives, and hypotheses were also presented.

The research part examined the data collected from 469 respondents who participated in the survey. The reliability indicators of the questionnaires were checked. The data normality was checked to ensure it is usable and stable. Respondents' answers were comparatively analysed

according to the demographical answers and the constructs answers. Regression analysis was performed to test the direct effect between constructs Finally, a moderating mediator analysis was performed.

After completing the analysis of the empirical research results, the conclusions and recommendations were provided. These recommendations are important for an organisation to foster employee engagement trust, well-being, and autonomy.

Keywords: employee engagement, organisational trust, employee well-being, job autonomy

DARBUOTOJŲ ĮSITRAUKIMO TARPININKAUJANTIS POVEIKIS RYŠIUI TARP ORGANIZACINIO PASITIKĖJIMO IR DARBUOTOJŲ GEROVĖS, KAI MODERUOJANTIS VEIKSNYS YRA DARBO AUTONOMIJA

Šarūnas Šlepavičius

Magistro baigiamasis darbas

Žmogiškųjų Išteklių Valdymas

Vilniaus Universitetas, Ekonomikos ir Verslo Administravimo Fakultetas

Darbo vadovė – doc. dr. Asta Stankevičienė

Vilnius, 2026

Santrauka

87 puslapiai, 17 lentelių, 1 paveikslėlis ir 168 literatūros šaltiniai

Magistro darbo tikslas yra įvertinti darbuotojų įsitraukimą kaip tarpininkaujantį ryšį tarp organizacinio pasitikėjimo ir darbuotojų gerovės, kai moderuojantis veiksnys yra darbo autonomija.

Šis darbas susidaro iš šių dalių: mokslinės literatūros analizė, tyrimo metodologija, tyrimo rezultatų analizė, bei išvadų ir rekomendacijų pateikimo..

Buvo atlikta mokslinės literatūros analizė, kurios metu buvo pristatytos darbuotojų įsitraukimo, organizacinio pasitikėjimo, darbuotojų gerovės ir darbo autonomijos sąvokos, dimensijos/lygmenys bei šiuos konstruktus stiprinantys veiksniai. Taip pat buvo aprašytas šių konstruktų poveikis organizacijom bei darbuotojams. Taipogi buvo aprašytos sąsajos tarp šitų konstruktų.

Tyrimo metodologijos dalyje buvo pateiktas autoriaus sukurtas tyrimo modelis, skirtas ištirti darbuotojų įsitraukimą kaip tarpininkaujantį ryšį tarp organizacinio pasitikėjimo ir darbuotojų gerovės, kai moderuojantis veiksnys yra darbo autonomija. Taip pat buvo pristatyti tyrimo tikslas, uždaviniai ir hipotezės.

Rezultatų dalyje buvo ištirti duomenys iš 469 respondentų, kurie dalyvavo apklausoje. Buvo patikrinti klausimyno patikimo rodikliai. Duomenų normalus taip pat buvo patikrinti siekiant užtikrintų jų tinkamumą ir stabilumą. Respondentų atsakymai buvo lyginami analizuojant pagal demografinius kintamuosius ir konstruktų atsakymus. Buvo atlikta regresinė analizė

siekiant patikrinti tiesioginį konstruktų poveikį vienas kitam. Buvo užbaigta su moderuojančia mediatoriaus analizė.

Atlikus tyrimo rezultatų analizė, buvo pateiktos išvados ir rekomendacijos. Šios rekomendacijos yra svarbios organizacijoms, siekiančioms skatinti darbuotojų įsitraukimą, pasitikėjimą, gerovę bei autonomiją.

Raktiniai žodžiai: darbuotojų įsitraukimas, organizacinis pasitikėjimas, darbuotojų gerovė, darbo autonomija

Annex 1. The example of the survey

Dear Participant ,

My name is Šarūnas Šlepavičius, and I am a Master's student in the Human Resource Management program at Vilnius University. I kindly invite you to participate in a research survey as part of my thesis, which explores the relationship between employee engagement and well-being, with organisational trust as a mediating factor and job autonomy as a moderating factor.

Your responses will be completely anonymous and confidential, and the survey should take approximately 7 minutes to complete. Please answer each question as honestly and thoughtfully as possible—your input is highly valuable and essential to the success of this study.

Thank you very much for your time and contribution!

The statements below focus on employee engagement. Please indicate how much you agree or disagree with the statements about your organisation.

Nr.	Please choose the statement that corresponds to your opinion the most.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1.	At my work, I feel bursting with energy.	☐	☐	☐	☐	☐
2.	I find the work that I do full of meaning and purpose.	☐	☐	☐	☐	☐

Nr.		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
3.	Time flies when I am working.	☐	☐	☐	☐	☐
4.	At my job, I feel strong and vigorous.	☐	☐	☐	☐	☐
5.	I am enthusiastic about my job.	☐	☐	☐	☐	☐
6.	When I get up in the morning, I feel like going to work.	☐	☐	☐	☐	☐
7.	I feel happy when I am working intensely.	☐	☐	☐	☐	☐
8.	I am proud of the work that I do.	☐	☐	☐	☐	☐
9.	I am immersed in my work.	☐	☐	☐	☐	☐

The statements below focus on organisational trust. Please indicate how much you agree or disagree with the statements about your organisation.

Nr.	Please choose the statement that corresponds to your opinion the most.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1.	I trust the management of my organisation to act in	☐	☐	☐	☐	☐

	the best interests of employees.					94
2.	My organisation treats its employees fairly and honestly.	☐	☐	☐	☐	☐
3.	I feel that my organisation values my contributions.	☐	☐	☐	☐	☐
4.	The leadership in my organisation demonstrates integrity.	☐	☐	☐	☐	☐
5.	Managers in my organisation are competent at their jobs.	☐	☐	☐	☐	☐
6.	My organisation genuinely cares about employee well-being.	☐	☐	☐	☐	☐
7.	I believe the organisation is transparent in its decision-making.	☐	☐	☐	☐	☐
8.	I trust my immediate supervisor.	☐	☐	☐	☐	☐

Nr.						
9.	I believe that my organisation communicates openly and honestly.					95
10.	My organisation can be relied on to keep its promises.	☐	☐	☐	☐	☐

The statements below focus on employee well-being. Please indicate how true each statements have been for you in the past week at work.

Nr.	Please rate how true each statements are.	Not at all	Rarely	Sometimes	Often	Very often	Almost always	Completely
1.	I feel optimistic about the future.	☐	☐	☐	☐	☐	☐	☐
2.	I feel happy at work.	☐	☐	☐	☐	☐	☐	☐
3.	I experience joy at my job.	☐	☐	☐	☐	☐	☐	☐
4.	I lose track of time when I am working.	☐	☐	☐	☐	☐	☐	☐
5.	I am completely absorbed in what I do.	☐	☐	☐	☐	☐	☐	☐

6.	I get so involved in my work that I forget everything else.	☐	☐	☐	☐	☐	☐ ☐
7.	I feel that I have good relationships with my colleagues.	☐	☐	☐	☐	☐	☐ ☐
8.	I feel supported by the people I work with.	☐	☐	☐	☐	☐	☐ ☐
9.	I experience positive relationships at work.	☐	☐	☐	☐	☐	☐ ☐
10.	I lead a purposeful and meaningful professional life.	☐	☐	☐	☐	☐	☐ ☐
11.	The work I do is worthwhile.	☐	☐	☐	☐	☐	☐ ☐
12.	My job helps me make a positive difference.	☐	☐	☐	☐	☐	☐ ☐

13.	I feel a sense of accomplishment in my work.	☐	☐	☐	☐	☐	☐	☐
14.	I have achieved something that makes me proud in my job.	☐	☐	☐	☐	☐	☐	☐
15.	I am progressing toward my professional goals.	☐	☐	☐	☐	☐	☐	☐

The statements below focus on Job Autonomy. Please indicate how much you agree or disagree with the statements about your organisation.

Nr.	Please choose the statement that corresponds to your opinion the most.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1.	The job allows me to make my own decisions about how to schedule my work.	☐	☐	☐	☐	☐
2.	The job allows me to decide on the order in which things are done on the job.	☐	☐	☐	☐	☐

3.	The job allows me to plan how I do my work.	☐	☐	☐	☐	☐
4.	The job gives me a chance to use my personal initiative or judgment in carrying out the work.	☐	☐	☐	☐	☐
5.	The job allows me to make a lot of decisions on my own.	☐	☐	☐	☐	☐
6.	The job provides me with significant autonomy in making decisions.	☐	☐	☐	☐	☐
7.	The job allows me to decide on the methods to use in carrying out the work.	☐	☐	☐	☐	☐
8.	The job gives me considerable opportunity for independence and freedom in how I do the work.	☐	☐	☐	☐	☐
9.	The job allows me to decide on my own how to go about doing my work.	☐	☐	☐	☐	☐

Please select the response which best describes you:

What is your gender:

- Male

- Female

- Other

What is your age:

- Under 25

- 25-34

- 35-44

- 45-54

- 55+

What is your organisation's sector?

- Public

- Private

- Other

What is your organisation's industry:

- Education/Academia

- Healthcare/Social Services

- Finance/Insurance/Legal

- IT/Telecommunications

- Manufacturing/Construction

- Retail/Wholesale/Hospitality

- Transportation/Logistics

- Consulting/Professional Services

- Other

What is your organisation's size (number of employees):

- 1-9

- 10-49

- 50-249

- 250+

What is your position level:

- Entry-level/Specialist

- Senior Specialist

- Middle Management

- Senior Management

- Executive/Director level

- Other

How long have you been working in your current organisation?

- Up to a year

- 1-3 years

- 4-6 years

- 7-10 years

- 10+ years

Annex 2. Cronbach's Alpha Indicators

Cronbach's Alpha of Employee Engagement

Reliability Statistics

Cronbach's Alpha	N of Items
,834	9

Cronbach's Alpha of Organisational Trust

Reliability Statistics

Cronbach's Alpha	N of Items
,942	10

Cronbach's Alpha of Empoyee Well-Being

Reliability Statistics

Cronbach's Alpha	N of Items
,938	15

Cronbach's Alpha of Job Autonomy

Reliability Statistics

Cronbach's Alpha	N of Items
,941	9

Annex 3. Tests of Komogorov-Smirnov and Shapiro-Wilk

Employee Engagement

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Engagement	,323	469	<,001	,828	469	<,001

a. Lilliefors Significance Correction

Descriptives

			Statistic	Std. Error
Engagement	Mean		3,7932	,03836
	95% Confidence Interval for Mean	Lower Bound	3,7178	
		Upper Bound	3,8686	
	5% Trimmed Mean		3,8376	
	Median		4,0000	
	Variance		,690	
	Std. Deviation		,83069	
	Minimum		1,00	
	Maximum		5,00	
	Range		4,00	
	Interquartile Range		1,00	
	Skewness		-,788	,113
	Kurtosis		,804	,225

Organisational Trust

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Trust	,259	469	<,001	,888	469	<,001

a. Lilliefors Significance Correction

Descriptives

			Statistic	Std. Error
Trust	Mean		3,6887	,04202
	95% Confidence Interval for Mean	Lower Bound	3,6061	
		Upper Bound	3,7713	
	5% Trimmed Mean		3,7322	
	Median		4,0000	
	Variance		,828	
	Std. Deviation		,91000	
	Minimum		1,00	
	Maximum		5,00	
	Range		4,00	
	Interquartile Range		1,00	
	Skewness		-,684	,113
	Kurtosis		,276	,225

Employee Well-Being

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
EmployeeWellBeing	,174	469	<,001	,931	469	<,001

a. Lilliefors Significance Correction

Descriptives

			Statistic	Std. Error
EmployeeWellBeing	Mean		4,6503	,06879
	95% Confidence Interval for Mean	Lower Bound	4,5151	
		Upper Bound	4,7855	
	5% Trimmed Mean		4,6789	
	Median		4,0000	
	Variance		2,219	
	Std. Deviation		1,48975	
	Minimum		1,00	
	Maximum		7,00	
	Range		6,00	
	Interquartile Range		2,00	
	Skewness		-,002	,113
	Kurtosis		-,873	,225

Job Autonomy

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
JobAutonomy	,289	469	<,001	,862	469	<,001

a. Lilliefors Significance Correction

Descriptives

			Statistic	Std. Error
JobAutonomy	Mean		3,6972	,04452
	95% Confidence Interval for Mean	Lower Bound	3,6097	
		Upper Bound	3,7847	
	5% Trimmed Mean		3,7452	
	Median		4,0000	
	Variance		,930	
	Std. Deviation		,96411	
	Minimum		1,00	
	Maximum		5,00	
	Range		4,00	
	Interquartile Range		1,00	
	Skewness		-,699	,113
	Kurtosis		,140	,225

Annex 4. T-Tests

Employee Engagement according to gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Engagement	Male	229	3,8646	,80787	,05339
	Female	239	3,7280	,84843	,05488

Independent Samples Test

		t-test for Equality of Means							
				Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		t	df	One-Sided p	Two-Sided p			Lower	Upper
Engagement	Equal variances assumed	1,782	466	,038	,075	,13660	,07664	-,01401	,28720
	Equal variances not assumed	1,784	465,982	,038	,075	,13660	,07656	-,01386	,28705

Organisational Trust according to gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Trust	Male	229	3,6550	,93365	,06170
	Female	239	3,7280	,88242	,05708

Independent Samples Test

		t-test for Equality of Means							
				Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		t	df	One-Sided p	Two-Sided p			Lower	Upper
Trust	Equal variances assumed	-,870	466	,192	,385	-,07301	,08395	-,23798	,09195
	Equal variances not assumed	-,869	461,466	,193	,385	-,07301	,08405	-,23818	,09216

Employee Well-Being according to gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
EmployeeWellBeing	Male	229	4,8428	1,53660	,10154
	Female	239	4,4770	1,41662	,09163

Independent Samples Test

		t-test for Equality of Means							
				Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		t	df	One-Sided p	Two-Sided p			Lower	Upper
EmployeeWellBeing	Equal variances assumed	2,679	466	,004	,008	,36581	,13654	,09750	,63411
	Equal variances not assumed	2,675	458,966	,004	,008	,36581	,13678	,09702	,63459

Job Autonomy according to gender

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
JobAutonomy	Male	229	3,6332	1,01131	,06683
	Female	239	3,7699	,89898	,05815

Independent Samples Test

| | | | | Significance | | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
		t	df	One-Sided p	Two-Sided p			Lower	Upper
JobAutonomy	Equal variances assumed	-1,547	466	,061	,123	-,13669	,08836	-,31033	,03696
	Equal variances not assumed	-1,543	454,408	,062	,124	-,13669	,08859	-,31078	,03740

Annex 5. One Way Anova Test

According to Age

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Engagement	Under 25	138	3,6449	,86961	,07403	3,4985	3,7913	1,00	5,00
	25-34	266	3,8346	,83037	,05091	3,7343	3,9348	1,00	5,00
	35-44	50	3,9600	,72731	,10286	3,7533	4,1667	2,00	5,00
	45-54	12	3,8333	,57735	,16667	3,4665	4,2002	3,00	5,00
	55+	3	4,0000	1,00000	,57735	1,5159	6,4841	3,00	5,00
	Total	469	3,7932	,83069	,03836	3,7178	3,8686	1,00	5,00
Trust	Under 25	138	3,7826	,86699	,07380	3,6367	3,9285	1,50	5,00
	25-34	266	3,6598	,93659	,05743	3,5467	3,7728	1,00	5,00
	35-44	50	3,6000	,95298	,13477	3,3292	3,8708	1,50	5,00
	45-54	12	3,6250	,52764	,15232	3,2898	3,9602	2,50	4,00
	55+	3	3,6667	1,15470	,66667	,7982	6,5351	3,00	5,00
	Total	469	3,6887	,91000	,04202	3,6061	3,7713	1,00	5,00
EmployeeWellBeing	Under 25	138	4,5000	1,51513	,12898	4,2450	4,7550	1,00	7,00
	25-34	266	4,7143	1,49248	,09151	4,5341	4,8945	1,00	7,00
	35-44	50	4,7600	1,51940	,21488	4,3282	5,1918	2,00	7,00
	45-54	12	4,5000	1,00000	,28868	3,8646	5,1354	3,00	6,00
	55+	3	4,6667	1,52753	,88192	,8721	8,4612	3,00	6,00
	Total	469	4,6503	1,48975	,06879	4,5151	4,7855	1,00	7,00
JobAutonomy	Under 25	138	3,7826	,93387	,07950	3,6254	3,9398	1,00	5,00
	25-34	266	3,6128	,98884	,06063	3,4934	3,7322	1,00	5,00
	35-44	50	3,8200	,98333	,13906	3,5405	4,0995	1,00	5,00
	45-54	12	4,0000	,42640	,12309	3,7291	4,2709	3,00	5,00
	55+	3	4,0000	1,00000	,57735	1,5159	6,4841	3,00	5,00
	Total	469	3,6972	,96411	,04452	3,6097	3,7847	1,00	5,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Engagement	Between Groups	5,028	4	1,257	1,835	,121
	Within Groups	317,910	464	,685		
	Total	322,938	468			
Trust	Between Groups	1,883	4	,471	,566	,687
	Within Groups	385,667	464	,831		
	Total	387,550	468			
EmployeeWellBeing	Between Groups	5,080	4	1,270	,570	,684
	Within Groups	1033,572	464	2,228		
	Total	1038,652	468			
JobAutonomy	Between Groups	5,032	4	1,258	1,357	,248
	Within Groups	429,975	464	,927		
	Total	435,006	468			

According to sector

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	95% Confidence Interval for Mean Upper Bound	Minimum	Maximum
Engagement	Public	85	3,7412	,92778	,10063	3,5411	3,9413	1,00	5,00
	Private	351	3,7892	,81486	,04349	3,7036	3,8747	1,00	5,00
	Other	33	3,9697	,72822	,12677	3,7115	4,2279	2,00	5,00
	Total	469	3,7932	,83069	,03836	3,7178	3,8686	1,00	5,00
Trust	Public	85	3,6235	,91906	,09969	3,4253	3,8218	1,00	5,00
	Private	351	3,6980	,91024	,04859	3,6025	3,7936	1,00	5,00
	Other	33	3,7576	,90244	,15709	3,4376	4,0776	1,00	5,00
	Total	469	3,6887	,91000	,04202	3,6061	3,7713	1,00	5,00
EmployeeWellBeing	Public	85	4,6353	1,42133	,15416	4,3287	4,9419	1,00	7,00
	Private	351	4,6410	1,51069	,08063	4,4824	4,7996	1,00	7,00
	Other	33	4,7879	1,47389	,25657	4,2653	5,3105	3,00	7,00
	Total	469	4,6503	1,48975	,06879	4,5151	4,7855	1,00	7,00
JobAutonomy	Public	85	3,7059	,98589	,10694	3,4932	3,9185	1,00	5,00
	Private	351	3,6952	,97157	,05186	3,5932	3,7972	1,00	5,00
	Other	33	3,6970	,84723	,14748	3,3966	3,9974	2,00	5,00
	Total	469	3,6972	,96411	,04452	3,6097	3,7847	1,00	5,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Engagement	Between Groups	1,264	2	,632	,915	,401
	Within Groups	321,674	466	,690		
	Total	322,938	468			
Trust	Between Groups	,548	2	,274	,330	,719
	Within Groups	387,002	466	,830		
	Total	387,550	468			
EmployeeWellBeing	Between Groups	,674	2	,337	,151	,860
	Within Groups	1037,978	466	2,227		
	Total	1038,652	468			
JobAutonomy	Between Groups	,008	2	,004	,004	,996
	Within Groups	434,999	466	,933		
	Total	435,006	468			

According to industry

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	95% Confidence Interval for Mean Upper Bound	Minimum	Maximum
Engagement	Education/Academia	64	3,8438	,87684	,10961	3,6247	4,0628	1,00	5,00
	Healthcare/Social Services	43	3,8605	,74263	,11325	3,6319	4,0890	2,00	5,00
	Finance/Insurance/Legale	101	3,6832	,82378	,08197	3,5205	3,8458	2,00	5,00
	IT/Telecommunications	78	3,7308	,96259	,10899	3,5137	3,9478	1,00	5,00
	Manufacturing/Construction	18	3,7222	,82644	,19479	3,3112	4,1332	2,00	5,00
	Retails/Wholesale/Hospitality	30	3,8667	,81931	,14958	3,5607	4,1726	1,00	5,00
	Transportation/Logistics	8	3,6250	,74402	,26305	3,0030	4,2470	2,00	4,00
	Consulting/Professional Services	36	3,9722	,77408	,12901	3,7103	4,2341	2,00	5,00
	Other	91	3,8352	,76396	,08009	3,6761	3,9943	2,00	5,00
	Total	469	3,7932	,83069	,03836	3,7178	3,8686	1,00	5,00
Trust	Education/Academia	64	3,8359	,83597	,10450	3,6271	4,0448	2,00	5,00
	Healthcare/Social Services	43	3,4186	,89263	,13612	3,1439	3,6933	1,00	5,00
	Finance/Insurance/Legale	101	3,8663	,85115	,08469	3,6983	4,0344	1,50	5,00
	IT/Telecommunications	78	3,6154	,93948	,10637	3,4036	3,8272	1,00	5,00
	Manufacturing/Construction	18	3,6111	1,13183	,26678	3,0483	4,1740	1,00	5,00
	Retails/Wholesale/Hospitality	30	3,3667	,99076	,18089	2,9967	3,7366	1,50	5,00
	Transportation/Logistics	8	3,3125	,79899	,28249	2,6445	3,9805	2,00	4,00
	Consulting/Professional Services	36	3,9722	,81015	,13503	3,6981	4,2463	1,50	5,00
	Other	91	3,6209	,91997	,09644	3,4293	3,8125	1,00	5,00
	Total	469	3,6887	,91000	,04202	3,6061	3,7713	1,00	5,00
EmployeeWellBeing	Education/Academia	64	4,9844	1,46377	,18297	4,6187	5,3500	2,00	7,00
	Healthcare/Social Services	43	4,6744	1,45930	,22254	4,2253	5,1235	3,00	7,00
	Finance/Insurance/Legale	101	4,5050	1,52724	,15197	4,2035	4,8064	1,00	7,00
	IT/Telecommunications	78	4,6026	1,49753	,16956	4,2649	4,9402	1,00	7,00
	Manufacturing/Construction	18	4,3333	1,53393	,36155	3,5705	5,0961	1,00	7,00
	Retails/Wholesale/Hospitality	30	4,6000	1,35443	,24728	4,0942	5,1058	1,00	7,00
	Transportation/Logistics	8	4,6250	1,18773	,41993	3,6320	5,6180	3,00	6,00
	Consulting/Professional Services	36	5,0278	1,46358	,24393	4,5326	5,5230	2,00	7,00
	Other	91	4,5385	1,53701	,16112	4,2184	4,8586	2,00	7,00
	Total	469	4,6503	1,48975	,06879	4,5151	4,7855	1,00	7,00
JobAutonomy	Education/Academia	64	3,6875	1,02159	,12770	3,4323	3,9427	1,00	5,00
	Healthcare/Social Services	43	3,6744	1,08498	,16546	3,3405	4,0083	1,00	5,00
	Finance/Insurance/Legale	101	3,7228	,94993	,09452	3,5352	3,9103	1,00	5,00
	IT/Telecommunications	78	3,5897	1,07433	,12164	3,3475	3,8320	1,00	5,00
	Manufacturing/Construction	18	3,4444	,98352	,23182	2,9553	3,9335	2,00	5,00
	Retails/Wholesale/Hospitality	30	3,5000	,93772	,17120	3,1499	3,8501	2,00	5,00
	Transportation/Logistics	8	3,8750	,64087	,22658	3,3392	4,4108	3,00	5,00
	Consulting/Professional Services	36	4,1667	,56061	,09344	3,9770	4,3564	3,00	5,00
	Other	91	3,6923	,90299	,09466	3,5043	3,8804	1,00	5,00
	Total	469	3,6972	,96411	,04452	3,6097	3,7847	1,00	5,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Engagement	Between Groups	3,678	8	,460	,662	,725
	Within Groups	319,260	460	,694		
	Total	322,938	468			
Trust	Between Groups	15,795	8	1,974	2,443	,014
	Within Groups	371,755	460	,808		
	Total	387,550	468			
EmployeeWellBeing	Between Groups	17,637	8	2,205	,993	,440
	Within Groups	1021,016	460	2,220		
	Total	1038,652	468			
JobAutonomy	Between Groups	11,501	8	1,438	1,562	,134
	Within Groups	423,505	460	,921		
	Total	435,006	468			

According to size of company

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Engagement	1-9	95	3,8316	,76704	,07870	3,6753	3,9878	2,00	5,00
	10-49	119	4,0000	,88298	,08094	3,8397	4,1603	1,00	5,00
	50-249	94	3,6702	,78135	,08059	3,5102	3,8302	2,00	5,00
	250+	161	3,6894	,83093	,06549	3,5601	3,8188	1,00	5,00
	Total	469	3,7932	,83069	,03836	3,7178	3,8686	1,00	5,00
Trust	1-9	95	3,7000	,86110	,08835	3,5246	3,8754	1,00	5,00
	10-49	119	3,7395	1,01857	,09337	3,5546	3,9244	1,00	5,00
	50-249	94	3,5904	,86124	,08883	3,4140	3,7668	1,00	5,00
	250+	161	3,7019	,88455	,06971	3,5642	3,8395	1,00	5,00
	Total	469	3,6887	,91000	,04202	3,6061	3,7713	1,00	5,00
EmployeeWellBeing	1-9	95	4,7263	1,39484	,14311	4,4422	5,0105	2,00	7,00
	10-49	119	4,8571	1,46880	,13465	4,5905	5,1238	1,00	7,00
	50-249	94	4,5319	1,46429	,15103	4,2320	4,8318	1,00	7,00
	250+	161	4,5217	1,56559	,12339	4,2781	4,7654	1,00	7,00
	Total	469	4,6503	1,48975	,06879	4,5151	4,7855	1,00	7,00
JobAutonomy	1-9	95	3,7474	,87481	,08975	3,5692	3,9256	2,00	5,00
	10-49	119	3,7815	,93119	,08536	3,6125	3,9506	1,00	5,00
	50-249	94	3,7447	,96092	,09911	3,5479	3,9415	1,00	5,00
	250+	161	3,5776	1,03465	,08154	3,4166	3,7387	1,00	5,00
	Total	469	3,6972	,96411	,04452	3,6097	3,7847	1,00	5,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Engagement	Between Groups	8,384	3	2,795	4,131	,007
	Within Groups	314,554	465	,676		
	Total	322,938	468			
Trust	Between Groups	1,255	3	,418	,504	,680
	Within Groups	386,295	465	,831		
	Total	387,550	468			
EmployeeWellBeing	Between Groups	9,619	3	3,206	1,449	,228
	Within Groups	1029,034	465	2,213		
	Total	1038,652	468			
JobAutonomy	Between Groups	3,598	3	1,199	1,293	,276
	Within Groups	431,408	465	,928		
	Total	435,006	468			

According to position level

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	Upper Bound	Minimum	Maximum
Engagement	Entry-level/Specialist	232	3,6940	,86107	,05653	3,5826	3,8053	1,00	5,00
	Senior Specialist	85	3,6353	,88435	,09592	3,4445	3,8260	1,00	5,00
	Middle Management	70	4,0571	,73987	,08843	3,8807	4,2336	1,00	5,00
	Senior Management	30	4,1333	,68145	,12441	3,8789	4,3878	3,00	5,00
	Executive/Director level	8	4,5000	,53452	,18898	4,0531	4,9469	4,00	5,00
	Other	44	3,8409	,60782	,09163	3,6561	4,0257	2,00	5,00
	Total	469	3,7932	,83069	,03836	3,7178	3,8686	1,00	5,00
Trust	Entry-level/Specialist	232	3,6961	,94623	,06212	3,5737	3,8185	1,00	5,00
	Senior Specialist	85	3,4588	,92971	,10084	3,2583	3,6594	1,00	5,00
	Middle Management	70	3,7857	,83219	,09947	3,5873	3,9841	1,00	5,00
	Senior Management	30	3,6667	,97674	,17833	3,3019	4,0314	2,00	5,00
	Executive/Director level	8	4,3125	,59387	,20996	3,8160	4,8090	3,50	5,00
	Other	44	3,8409	,69694	,10507	3,6290	4,0528	2,00	5,00
	Total	469	3,6887	,91000	,04202	3,6061	3,7713	1,00	5,00
EmployeeWellBeing	Entry-level/Specialist	232	4,5862	1,53498	,10078	4,3876	4,7848	1,00	7,00
	Senior Specialist	85	4,3647	1,54955	,16807	4,0305	4,6989	1,00	7,00
	Middle Management	70	4,8857	1,33561	,15964	4,5672	5,2042	2,00	7,00
	Senior Management	30	5,3667	1,44993	,26472	4,8253	5,9081	3,00	7,00
	Executive/Director level	8	5,2500	1,16496	,41188	4,2761	6,2239	4,00	7,00
	Other	44	4,5682	1,26487	,19069	4,1836	4,9527	2,00	7,00
	Total	469	4,6503	1,48975	,06879	4,5151	4,7855	1,00	7,00
JobAutonomy	Entry-level/Specialist	232	3,7241	1,00721	,06613	3,5938	3,8544	1,00	5,00
	Senior Specialist	85	3,4706	,98305	,10663	3,2585	3,6826	1,00	5,00
	Middle Management	70	3,7714	,80165	,09582	3,5803	3,9626	2,00	5,00
	Senior Management	30	4,0667	,86834	,15854	3,7424	4,3909	2,00	5,00
	Executive/Director level	8	4,2500	,70711	,25000	3,6588	4,8412	3,00	5,00
	Other	44	3,5227	,92733	,13980	3,2408	3,8047	2,00	5,00
	Total	469	3,6972	,96411	,04452	3,6097	3,7847	1,00	5,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Engagement	Between Groups	16,848	5	3,370	5,097	<,001
	Within Groups	306,090	463	,661		
	Total	322,938	468			
Trust	Between Groups	9,310	5	1,862	2,279	,046
	Within Groups	378,240	463	,817		
	Total	387,550	468			
EmployeeWellBeing	Between Groups	30,335	5	6,067	2,786	,017
	Within Groups	1008,318	463	2,178		
	Total	1038,652	468			
JobAutonomy	Between Groups	12,798	5	2,560	2,807	,016
	Within Groups	422,208	463	,912		
	Total	435,006	468			

According to tenure

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	95% Confidence Interval for Mean Upper Bound	Minimum	Maximum
Engagement	Up to a year	174	3,6954	,81481	,06177	3,5735	3,8173	1,00	5,00
	1-3 years	205	3,7951	,83840	,05856	3,6797	3,9106	1,00	5,00
	4-6 years	58	3,9483	,84651	,11115	3,7257	4,1709	1,00	5,00
	7-10 years	17	4,0588	,82694	,20056	3,6337	4,4840	2,00	5,00
	10+ years	15	4,0000	,75593	,19518	3,5814	4,4186	3,00	5,00
	Total	469	3,7932	,83069	,03836	3,7178	3,8686	1,00	5,00
Trust	Up to a year	174	3,7557	,84275	,06389	3,6296	3,8818	1,00	5,00
	1-3 years	205	3,6171	,98192	,06858	3,4819	3,7523	1,00	5,00
	4-6 years	58	3,6552	,84918	,11150	3,4319	3,8785	2,00	5,00
	7-10 years	17	4,0294	,79982	,19398	3,6182	4,4406	2,50	5,00
	10+ years	15	3,6333	,95369	,24624	3,1052	4,1615	2,00	5,00
	Total	469	3,6887	,91000	,04202	3,6061	3,7713	1,00	5,00
EmployeeWellBeing	Up to a year	174	4,4483	1,44061	,10921	4,2327	4,6638	1,00	7,00
	1-3 years	205	4,7268	1,53824	,10744	4,5150	4,9387	1,00	7,00
	4-6 years	58	4,7759	1,42709	,18739	4,4006	5,1511	1,00	7,00
	7-10 years	17	5,0000	1,50000	,36380	4,2288	5,7712	2,00	7,00
	10+ years	15	5,0667	1,48645	,38380	4,2435	5,8898	3,00	7,00
	Total	469	4,6503	1,48975	,06879	4,5151	4,7855	1,00	7,00
JobAutonomy	Up to a year	174	3,6379	,95624	,07249	3,4948	3,7810	1,00	5,00
	1-3 years	205	3,6683	1,00353	,07009	3,5301	3,8065	1,00	5,00
	4-6 years	58	3,8276	,81945	,10760	3,6121	4,0431	2,00	5,00
	7-10 years	17	4,1176	,85749	,20797	3,6768	4,5585	2,00	5,00
	10+ years	15	3,8000	1,08233	,27946	3,2006	4,3994	2,00	5,00
	Total	469	3,6972	,96411	,04452	3,6097	3,7847	1,00	5,00

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Engagement	Between Groups	4,901	4	1,225	1,787	,130
	Within Groups	318,037	464	,685		
	Total	322,938	468			
Trust	Between Groups	3,919	4	,980	1,185	,317
	Within Groups	383,632	464	,827		
	Total	387,550	468			
EmployeeWellBeing	Between Groups	13,896	4	3,474	1,573	,180
	Within Groups	1024,756	464	2,209		
	Total	1038,652	468			
JobAutonomy	Between Groups	4,932	4	1,233	1,330	,258
	Within Groups	430,074	464	,927		
	Total	435,006	468			

Annex 6. Regression Analysis

Organisational Trust and Employee Engagement

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Trust[b]	.	Enter

a. Dependent Variable: Engagement

b. All requested variables entered.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,480[a]	,230	,229	,72952	2,048

a. Predictors: (Constant), Trust

b. Dependent Variable: Engagement

Bootstrap for Model Summary

Model	Durbin-Watson	Bootstrap[a]		95% Confidence Interval	
		Bias	Std. Error	Lower	Upper
1	2,048	-,755	,090	1,121	1,469

a. Unless otherwise noted, bootstrap results are based on 2000 bootstrap samples

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	74,399	1	74,399	139,794	<,001[b]
	Residual	248,539	467	,532		
	Total	322,938	468			

a. Dependent Variable: Engagement

b. Predictors: (Constant), Trust

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	2,177	,141		15,463	<,001		
	Trust	,438	,037	,480	11,823	<,001	1,000	1,000

a. Dependent Variable: Engagement

Bootstrap for Coefficients

Model		B	Bootstrap[a] Bias	Std. Error	Sig. (2-tailed)	95% Confidence Interval Lower	Upper
1	(Constant)	2,177	-,002	,174	<,001	1,825	2,526
	Trust	,438	,000	,043	<,001	,355	,526

a. Unless otherwise noted, bootstrap results are based on 2000 bootstrap samples

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Constant)	Trust
1	1	1,971	1,000	,01	,01
	2	,029	8,237	,99	,99

a. Dependent Variable: Engagement

Organisational Trust and Employee Well-Being

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,538^a	,290	,288	1,25695	1,892

a. Predictors: (Constant), Trust

b. Dependent Variable: EmployeeWellBeing

Bootstrap for Model Summary

Model	Durbin-Watson	Bootstrap^a Bias	Bootstrap^a Std. Error	95% Confidence Interval Lower	95% Confidence Interval Upper
1	1,892	-,672	,081	1,068	1,381

a. Unless otherwise noted, bootstrap results are based on 2000 bootstrap samples

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	300,828	1	300,828	190,406	<,001^b
	Residual	737,825	467	1,580		
	Total	1038,652	468			

a. Dependent Variable: EmployeeWellBeing

b. Predictors: (Constant), Trust

Coefficients^a

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	1,400	,243		5,773	<,001		
	Trust	,881	,064	,538	13,799	<,001	1,000	1,000

a. Dependent Variable: EmployeeWellBeing

Bootstrap for Coefficients

Model		B	Bootstrap^a Bias	Bootstrap^a Std. Error	Bootstrap^a Sig. (2-tailed)	95% Confidence Interval Lower	95% Confidence Interval Upper
1	(Constant)	1,400	-,013	,269	<,001	,858	1,917
	Trust	,881	,004	,068	<,001	,750	1,021

a. Unless otherwise noted, bootstrap results are based on 2000 bootstrap samples

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Constant)	Variance Proportions Trust
1	1	1,971	1,000	,01	,01
	2	,029	8,237	,99	,99

a. Dependent Variable: EmployeeWellBeing

Employee Engagement and Employee Well-Being

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,603[a]	,363	,362	1,18999	1,829

a. Predictors: (Constant), Engagement

b. Dependent Variable: EmployeeWellBeing

Bootstrap for Model Summary

		Bootstrap[a]			
				95% Confidence Interval	
Model	Durbin-Watson	Bias	Std. Error	Lower	Upper
1	1,829	-,613	,089	1,043	1,387

a. Unless otherwise noted, bootstrap results are based on 2000 bootstrap samples

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	377,340	1	377,340	266,467	<,001[b]
	Residual	661,312	467	1,416		
	Total	1038,652	468			

a. Dependent Variable: EmployeeWellBeing

b. Predictors: (Constant), Engagement

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,550	,257		2,139	,033		
	Engagement	1,081	,066	,603	16,324	<,001	1,000	1,000

a. Dependent Variable: EmployeeWellBeing

Bootstrap for Coefficients

Model		B	Bootstrap[a]			95% Confidence Interval	
			Bias	Std. Error	Sig. (2-tailed)	Lower	Upper
1	(Constant)	,550	-,006	,340	,112	-,082	1,247
	Engagement	1,081	,001	,086	<,001	,904	1,241

a. Unless otherwise noted, bootstrap results are based on 2000 bootstrap samples

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions	
				(Constant)	Engagement
1	1	1,977	1,000	,01	,01
	2	,023	9,250	,99	,99

a. Dependent Variable: EmployeeWellBeing

Annex 7. Mediation And Moderation Analysis

```
***************** PROCESS Procedure for SPSS Version 4.0 *****************

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


********************************************************************************
Model  : 14
    Y  : EWB
    X  : OT
    M  : EE
    W  : JA


Sample
Size:  469
```

```
**************************************************************************
OUTCOME VARIABLE:
 EE

Model Summary
          R       R-sq       MSE         F       df1       df2         p
     ,4800      ,2304      ,5322   139,7942    1,0000   467,0000      ,0000

Model
            coeff        se         t         p      LLCI      ULCI
constant   2,1770      ,1408   15,4634      ,0000    1,9003    2,4536
OT          ,4381      ,0371   11,8235      ,0000     ,3653     ,5110

**************************************************************************
OUTCOME VARIABLE:
 EWB

Model Summary
          R       R-sq       MSE         F       df1       df2         p
     ,6767      ,4580    1,2133    98,0104    4,0000   464,0000      ,0000

Model
            coeff        se         t         p      LLCI      ULCI
constant  -1,4218      ,7822   -1,8176      ,0698   -2,9589     ,1154
OT          ,4726      ,0680    6,9459      ,0000     ,3389     ,6064
EE          ,9655      ,2100    4,5968      ,0000     ,5527    1,3782
JA          ,4036      ,2043    1,9755      ,0488     ,0021     ,8051
Int_1      -,0577      ,0547   -1,0545      ,2922    -,1653     ,0498
```

```
Direct effect of X on Y
    Effect          se          t          p       LLCI       ULCI
     ,4726       ,0680     6,9459      ,0000      ,3389      ,6064


Conditional indirect effects of X on Y:


INDIRECT EFFECT:
 OT          ->      EE              ->      EWB


         JA     Effect    BootSE   BootLLCI   BootULCI
     3,0000      ,3472     ,0444      ,2648      ,4390
     4,0000      ,3219     ,0523      ,2241      ,4292
     5,0000      ,2966     ,0759      ,1493      ,4511


     Index of moderated mediation:
        Index    BootSE   BootLLCI   BootULCI
JA      -,0253     ,0336     -,0924      ,0400
---
```