



## Leadership Styles and Work Engagement: The Mediating Role of Organizational Trust

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### Key Words

Autocratic Leadership, Visionary Leadership, Ethical Leadership, Organizational Trust, and Work Engagement

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**Abstract:** Leadership is considered the main asset for organizational success, as it leads to the work-life satisfaction of employees. Since employees are the backbone of any organization, workforce analytics are also believed to be of paramount importance in this competitive world. This research aims to investigate the influence of leadership styles (autocratic, visionary, and ethical leadership) on work engagement. The framework of the study was underpinned with Theory X and Theory Y. Total of 191 finalized responses out of 250 were gathered from professionals working on leadership roles in national and multinational organizations of the beverages industry of Pakistan. SMARTPLS was used for analyzing the validity and reliability of constructs and hypothesis testing. All hypotheses were accepted which shows the significant relationships of the proposed framework of the study, except the relationship between autocratic leadership and work engagement along with its mediating correlation with organizational trust. In practical terms, the findings of this research will assist management and organization in enhancing their focus on policy-making based on the perspectives of professional workers.

## Introduction

The 21<sup>st</sup> century has rapidly transformed the labor markets all over the world. An increase in precarious work conditions is becoming a global challenge that affects the employees in the informal economy (Pranitasari, 2020). Nowadays, the changing working conditions in the workplace over the past few years have affected the jobs of the employees, especially those performing temporary, part-time, and informal jobs. An increase in precarious work conditions is

becoming a global challenge that affects the employees in the informal economy (Zwetsloot et al., 2020). The organization is known as the social setup, and it is separated from the outward environment and has a great and influential impact on the inward environment. An organization has its collective and common goals and is all responsible for its performance (Chandni & Rahman, 2020). While some scholars contradict this and state that leadership is a personal quality, as it is a self-driven ability and

urges and positively motivates itself and others (Feng et al., 2019). Leadership is personal internal characteristics that enlighten the qualities and abilities of individuals. Leaders inclined to develop adaptability skills and make them creative enough to learn new things and by experiences are the qualities of leaders. This kind of action makes them confident in themselves and they performed their duties effectively and efficiently (Zamuri et al., 2020). A leader's attitudes and behaviors had a great impact on the employee's wellbeing and engagement towards the organization that thus playing a very vital role in building organizational trust (Hickey et al., 2021).

The growth of the informal economy has benefitted the global economy but it badly affected the lives of the informal workers as they have to work in precarious working conditions. Leader and their leadership play an important role in shaping the working conditions in the informal economy and employees face the consequences of these working conditions (Pranitasari, 2020). When effective and efficient strategies, policies, training, and development would be introduced with the employees it will not only make them engaged but will also be effective in building trust between the organization and employees. The purpose of this study is to explore the fact that how different leadership styles affect the employee's jobs and their engagement towards the organization and that plays a vital and significant role in building organizational trust. This study will play a very vital role in understanding that how leadership style changes and have an impact on organization and employees with time, changes occur like employment, and these changes are not only associated with the work duration and work conditions, but changes also occur in the benefits that a job can give to the employee. Self-efficacy acts as a bridge in knowledge-sharing behavior because individuals having a certain amount of knowledge, this would be a key to the army of the efficient workforce (Kwon & Kim, 2020).

## Literature Review

### Autocratic Leadership

Autocratic leadership gets defined by the fact that the leaders tend to be bossy and always want their workers to work according to them. According to Gandolfi & Stone, (2018), autocratic leadership may also get referred to as authoritarian leadership since employees tend to work under the authority of their leaders, subjecting them to every command given.

### Ethical Leadership

Ethical leadership is the leadership style in which the leader and followers relationship is built upon and directed upon the respect, beliefs, and values for the rights and dignity of others (Qing et al., 2020).

### Visionary Leadership

Visionary leadership is the style of leadership in which the leader is clear about the future achievements of goals (Amaratunge, 2018). Visionary leaders play a very important role in giving road maps to their followers and bringing vision to the life by leading a team in that direction of achievement. As we know that a leader leads their employees and organization (Prasetya, 2020).

### Organizational Trust

Organizational trust is defined as the processes involved with understanding, quantifying, managing, and improving the role of talent in the execution of strategy and the creation of value (Pranitasari, 2020).

### Work Engagement

Work engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees (Jena et al., 2018).

## Hypothesis Development

### Relationship between Autocratic Leadership and Organization Trust

Autocratic leaders are less inventive but only want work done according to instructions they present on a one-sided conversation. Their subordinates have no power to offer their opinions, and they are always get expected to heed the instructions provided. The reason for the poor results of this style is the lack of communication, consultation, and socialization among the corporate member. However, the style is effective in promoting performance when the projects for completion are short-lived and need fulfillment within specified deadlines (Khan et al., 2020). It is thus, essential onto that autocratic leadership style might appear in other leadership styles, but only for a while to promote completion of specific, timely projects(Essa & Alattari, 2019). Organizational trust is used to analyze the profiles of employees, reviews on performance, behaviors of leaders or supervisors, screening procedures, training and development programs, and all the thick and thin activities which would be held in the organization. It is also noted that to get competitive advantages, firms should adopt and utilize these capabilities in a proper way (Chams-Anturi et al., 2020). In today's modern business world, workplaces are being controlled, monitored, and quantified by these analytics, algorithms and leaderships. These had great usage and effect of analyzing and determining the employee data, their skills, and efficiency pattern on developing organizational trust (Dalati et al., 2017). Furthermore, it is also very beneficial in making important decisions related to hiring, prediction of future, and present needs i.e. technological needs. It is a data-driven approach that is used to analyze and predict people-related insights, and it can also be assumed that it is a technology that is implemented on humans for better business outcomes. This specific management style is only valid when certain tasks need completion over a long period and where there is redesigned procedure to follow. So, from the above arguments it is stated that,

**Hypothesis 1:** *There is significant relationship between Autocratic Leadership and Organizational Trust.*

### Relationship between Ethical Leadership and Organizational Trust

The ethical leader makes employees walk with him. He makes them participate in decision making, motivates them to do participate, and consult them that either they need any help or not (Yang & Wei, 2018). They come up with in the long run. These leaders tend to cultivate it for the benefit of the concepts that they establish. The leaders are likely to be successful since, with interest, the goals are likely to be attained. In most cases, transformational leaders can pass their messages effectively(Saha et al., 2020). This encouragement implies that they are likely to be influenced to think deeper and utilize common sense in all their undertakings. The fact that common sense gets cultivated for and individuals are supposed to deliver the best by their efforts (Anser et al., 2021).A organizational trust infrastructure would be successful when it would be having accurate information about the business and broad analytical skills which unpredictably help in the development and interpretation of the data. To make organizational trust a hub of success and innovation for the organization (Ko et al., 2018), it requires the organization and everyone present there to own this changed perspective and develop a new one for the betterment and increased efficiency. It is also noted that to get competitive advantages, firms should adopt and utilize these capabilities in a proper way (W. L. Lin et al., 2020). So, from the above arguments it is stated that,

**Hypothesis 2:** *There is significant relationship between Ethical Leadership and Organizational Trust.*

### Relationship between Visionary Leadership and Organizational Trust

The leader is not only the one who leads the followers in a good time but he is the one who is also in the front line when the organization is

facing any hard time (Luo et al., 2021), he doesn't teach employees what they can do to cope up with that he tells them this is the smart way and we will go through it to come out from that problem collectively (Marlia et al., 2020). Leading is somewhat more difficult as the leader hasn't seen or met with the followers and he/she didn't even know what qualities and attitude the individual is having, it is true that when you meet with someone you know them more keenly and effectively than virtually (Pranitasari, 2020). So leading virtual teams and taking them to a high-performance level is a great challenge for the leader, but this is not an impossible task. And the leader is the one who copes up and deals with the difficult situation intelligently and also motivated his/her teams to follow his/her steps. Visionary leadership style has a high concern for the task and relationship (Yeo & May, 2021). This kind of leader is concerned as they want their employees and organization to have the best of all so that they would have the ability to deal in any situation and condition, this is the reason the coaching style of leadership is very much towards the growth of individuals and organization. So, from the above arguments it is stated that;

**Hypothesis 3:** *There is significant relationship between Visionary Leadership and Organizational Trust.*

### **Relationship between Organizational Trust and Work Engagement**

Knowledge sharing is an exchange process of events, experiences, understanding of anything, or thoughts with a hope to better understand something that is being curious for time being or is problematic (Tsourvakas & Yfantidou, 2018). It has also been noted that there are many industries whose productivity can be enhanced effectively and efficiently when useful knowledge is shared among each other. Organizational trust do have positive and negative aspects also (Ismail et al., 2019). The usage of employee data for business purposes i.e. analyzing, predicting, and making them improve their performance is common in the business world, but it greatly increases the

risk also. The low performance of the employees affects occupational well-being (Y. Jiang & Chen, 2017). Occupational well-being refers to the energy aspect of work engagement and occupational burn-out (i.e. fatigue due to overtime may exhaust) work engagement enhances the work performance of the employee. As more and more authentic and valid information would be present there would be high chances of facing risk i.e. ethical or privacy issues. This may lead the employees to a level of disturbance that might affect their performance as well (B. J. Kim, 2019; Serrano Archimi et al., 2018). Perceived knowledge self-efficacy is a positive confidence level of an individual as one shares his/her special expertise, knowledge, or skills with other subordinates to solve their work-related complexities. So, from the above arguments it is stated that;

**Hypothesis 4:** *There is a significant relationship between Organizational Trust and Work Engagement.*

### **Organizational Trust as a Mediator**

#### **Mediation Impact on the Relationship between Autocratic Leadership and Work Engagement**

The autocratic leadership style is the hardest among all as the employees feel out of the box with no involvement by them in the organizational decisions (Katsaros et al., 2020). This feeling of employees thus gave birth to low motivation. In an autocratic leadership style, the leader is very conscious of his position. Engagement of employees can be measured by observing the positive relationship of work characteristics with life satisfaction. Individuals can experience positive or negative occupational well-being i.e. burnout and work engagement (Chandni & Rahman, 2020). Employee's engagement is also developed when they deal with the perception that the individuals have enough accurate and authentic information which will help other coworkers in enhancing their performances as well as problem-solving. It is noted that intrinsic motivation i.e. perceived self-efficacy is assumed to be an important

element in entrepreneurial actions (Tsourvakas & Yfantidou, 2018). Individuals who solve complex tasks are more inclined towards knowledge sharing with an increased level of self-efficacy because they develop confidence in their knowledge that it helped the subordinate (Chams-Anturi et al., 2020). So, from the above arguments it is stated that;

**Hypothesis 5:** *Organizational Trust significantly mediates the relationship between Autocratic Leadership and Work Engagement.*

### **Mediation Impact on the Relationship between Ethical Leadership and Work Engagement**

An ethical leader is a person who sees the organization as a family, for him employees are like family, and leaders focus on the employee's wellbeing more because this kind of leadership thinks if the employees would be comfortable and encouraged they will perform well within their task due to relaxing culture (Shafique et al., 2018). Leaders are the individuals that have a great influence on every individual of the organization, in every department, and overall organization. It is noted that there are several kinds of leaders having different attributes, habits, behaviors, capabilities, and attitudes to deal with different situations (Peng & Kim, 2020). Employees are given enough necessary information and opportunities by leaders thus motivating them to learn and adopt more pieces of information. When this kind of loyalty and motivation is developed among the employees then the employees are ready to give their best in any situation and condition (Hickey et al., 2021). This attitude and behavior are developed in the employees by the style of the leader he is adopting. Because the leader is the one who leads the organization and employees (Men et al., 2020), if he would be sincere and supportive towards the employees and organization by seeing this the employees would be also supportive and sincere towards the leader and organization. Because the leader is a reflection of the organization. So, from the above arguments it is stated that,

**Hypothesis 6:** *Organizational Trust significantly mediates the relationship between Ethical Leadership and Work Engagement.*

### **Mediation Impact on the Relationship between Visionary Leadership and Work Engagement**

The extent to which that individual is predetermined and self-motivated for the completion of that tasks highly depicts that how much of them are active members and feel they are members of the organization (K. Khan, 2020). Leaders are the individuals that have a great influence on every individual of the organization, in every department, and overall organization. It is noted that there are several kinds of leaders having different attributes, habits, behaviors, capabilities, and attitudes to deal with different situations (Luo et al., 2021). To develop that the organizational environment plays a very vital role as the overall culture will be supportive, appreciative, and negotiable, and individuals end up prospering with their perceived knowledge thus performing well. Organizational trust do have positive and negative aspects also (Hickey et al., 2021). Employee's integrity also gets affected by these monitoring and controlled cultures which might leave an impact on their personal lives too. There is a chance that when organizations would be having all the data of their employees they will develop a feeling of being robot by organizations (Men et al., 2020). Some scholars state that the kind of leader an individual is built, depends on his internal attitude and behaviors. It is the situation that brings out that behavior in a modified and prominent way that affects the individuals and overall organization (Karwan et al., 2021). So, from the above arguments it is stated that,

**Hypothesis 7:** *Organizational Trust significantly mediates the relationship between Visionary Leadership and Work Engagement.*

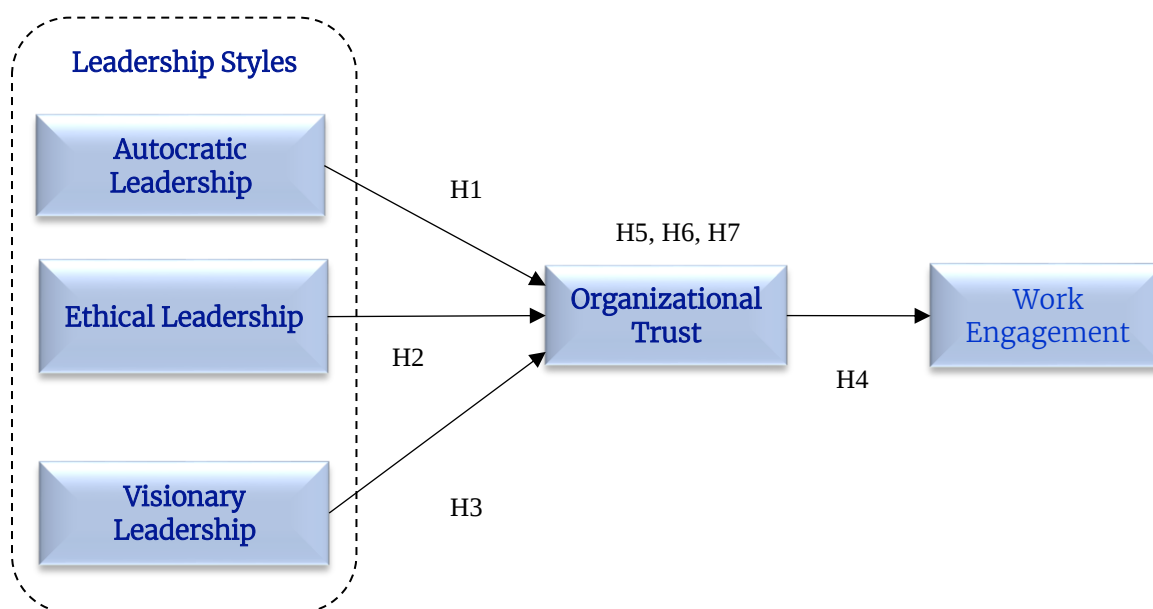
### **Underpinning Theory: Theory X & Theory Y**

Theory X and Theory Y are the management approaches used by organizations mainly in the

human resource management department (Daneshfard & Rad, 2019). According to McGregor, both these approaches are valid for developing employee engagement by management. Organizational controls are used to make the employees in a certain way that the management wants to get the desired outcomes (Hughes, Robert & Frady, 2019). Management systems based on analytics are following the Theory X approach. The reason behind that is workforce analytics maintains the employee's engagement by controlling behaviors, direct monitoring, viewing their performances, analyzing daily activities, etc., which engage

employees with their tasks intentionally or unintentionally (Marquis et al., 2018). Nowadays, organizational controls through artificial intelligence are somehow important within organizations for better practices and outcomes (Hughes, Robert, & Frady, 2019). But within the organization, theory Y is implemented to make the employees engaged, satisfied, committed, and motivated with the organizational rules and policies, with the management, subordinates, and as well as with their jobs and tasks being done by them so that the goal of both employees and organization should be the same i.e. fulfillment if the desired outcome.

### Conceptual Framework



**Figure 1:** Research Framework

### Methodology

#### Research Design and Data Collection

The nature of the research study is quantitative, so the deductive approach will be applied. The time horizon of my study is cross-sectional, the collection of data is short term, i.e. at a specific point in time. As my study is quantitative, so I have adopted a descriptive study. To conduct the study, the target population was identified as the professionals working on leadership roles in

beverages industry of South Punjab region of Pakistan. Targeted organizations and/ or their distributors were chosen that provided us required responses according to our requirements i.e., PepsiCo, Coca Cola, Next Cola, Murree Brewery and Shezan International etc. According to Hair et al. (2011), 100 – 200 responses are sufficient in order to examine the proposed research model using the statistical method of SEM-PLS. For this research study, convenience sampling has been used. For the statistical

analysis of our data, SPSS was used for the initial data screening and Pearson Correlation. Further, for inner model and outer model assessment SMARTPLS was used.

### Research Instruments and Scale Measures

The Likert Scale was used to measure the responses of all the variables. It ranged from (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) strongly Agree. To measure ethical

leadership variable, questionnaire by (Langlois & Lapointe, 2010) was adopted. To measure the autocratic leadership variable, I have adopted the scale from Akor (2014). For Work Engagement, the questionnaire was adopted by Schaufeli and Bakker (2003) while for organizational trust scale used for data collection was adopted by the study of Seppänen et al., (2007). Visionary Leadership items were adopted by Houghton et al., (2012).

## Analysis and Results Discussion

### Response Rate

**Table 1.** Response Rate

|                              | Questionnaire | Percentage                 |
|------------------------------|---------------|----------------------------|
| Distributed Instrument Count | 250           | 100%                       |
| Collected Responses Count    | 213           | 85.2%                      |
| Finalized Responses Count    | 191           | 76.8% of total distributed |

**Table 2:** Demographics

| Demographics              | Respondent | %     |
|---------------------------|------------|-------|
| <b>Gender</b>             |            |       |
| Male                      | 170        | 89.06 |
| Female                    | 21         | 10.94 |
| <b>Age of Respondent</b>  |            |       |
| Above 40                  | 30         | 16.15 |
| 30-40                     | 92         | 47.92 |
| 20-30                     | 69         | 35.54 |
| <b>Year of Experience</b> |            |       |
| Above 15 years            | 16         | 9.89  |
| 10-15 year                | 56         | 29.17 |
| 5-10 year                 | 43         | 22.40 |
| 1-5 year                  | 96         | 50.52 |
| <b>Level of Education</b> |            |       |
| Master                    | 67         | 43.5  |
| Bachelor                  | 111        | 49.5  |
| Intermediate              | 13         | 7.0   |

### Descriptive Statistics

The average distance is between two data points and the given medium. The variance in Table 3

showed that the distribution in the chosen structure is normal because dispersion is very low.

**Table 3.** Descriptive Statistics

| Constructs | N   | Min   | Max   | Mean   | Std. Dev |
|------------|-----|-------|-------|--------|----------|
| AL         | 191 | 10.00 | 37.00 | 23.267 | 6.148    |
| EL         | 191 | 12.00 | 56.00 | 28.549 | 8.236    |
| WE         | 191 | 17.00 | 69.00 | 42.460 | 13.510   |
| OT         | 191 | 18.00 | 65.00 | 38.832 | 11.714   |
| VL         | 191 | 3.00  | 14.00 | 7.685  | 2.361    |

**Correlation Matrix**

In table-4, the coefficient of correlation indicates the strength of the association between the two

variables. Between -1 and +1, there is a difference in the contact range while between 0 and 1, there is a non-significant difference.

**Table 4:** Correlation Matrix

|    |                     | AL     | EL     | WE     | OT     | VL     |
|----|---------------------|--------|--------|--------|--------|--------|
| AL | Pearson Correlation | 1      | .174*  | .780** | .604** | .137   |
|    | Sig. (2-tailed)     |        | .016   | .000   | .000   | .059   |
|    | N                   | 191    | 191    | 191    | 191    | 191    |
| EL | Pearson Correlation | .174*  | 1      | .088   | .003   | .802** |
|    | Sig. (2-tailed)     | .016   |        | .229   | .962   | .000   |
|    | N                   | 191    | 191    | 191    | 191    | 191    |
| WE | Pearson Correlation | .780** | .088   | 1      | .754** | .037   |
|    | Sig. (2-tailed)     | .000   | .229   |        | .000   | .614   |
|    | N                   | 191    | 191    | 191    | 191    | 191    |
| OT | Pearson Correlation | .604** | .003   | .754** | 1      | .004   |
|    | Sig. (2-tailed)     | .000   | .962   | .000   |        | .958   |
|    | N                   | 191    | 191    | 191    | 191    | 191    |
| VL | Pearson Correlation | .137   | .802** | .037   | .004   | 1      |
|    | Sig. (2-tailed)     | .059   | .000   | .614   | .958   |        |
|    | N                   | 191    | 191    | 191    | 191    | 191    |

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

**Discriminant Validity**

HTMT attributions are used to emphasize racism and prejudice, as well as their words, which must

be less than one to be considered (Wang et al., 2015). This scale is useful in research because it shows that a theory test cannot be compared to other tests designed to test different theories.

**Table 5:** Discriminant Validity (HTMT)

| Constructs | AL     | EL     | OT     | VL     | WE    |
|------------|--------|--------|--------|--------|-------|
| AL         | 0.736  |        |        |        |       |
| EL         | -0.057 | 0.680  |        |        |       |
| OT         | 0.740  | -0.149 | 0.727  |        |       |
| VL         | -0.055 | 0.821  | -0.084 | 0.716  |       |
| WE         | 0.915  | -0.087 | 0.806  | -0.067 | 0.778 |

## Measurement Model

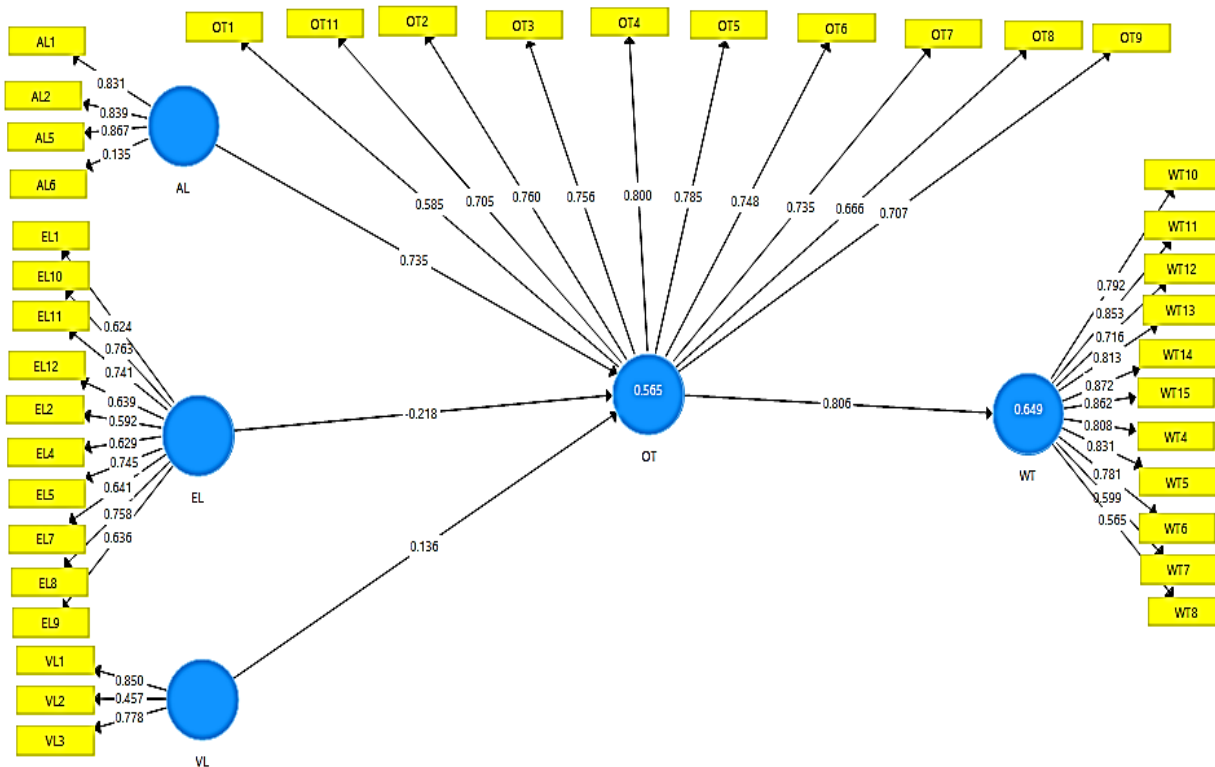


Figure 4: Measurement Model

### Factor Loadings, Reliability and Validity

This table shows the loading of the construction. Majority of the given values are greater than 0.5

and those less than 0.5 have been excluded from the data. In this table, all the remaining constructs are greater than 50% of those that we put in the questionnaire.

Table 6. Factor Loadings, Reliability and Validity

| Constructs            | Items | Factor Loadings | C. R  | rho_A | AVE   | Cronbach's Alpha |
|-----------------------|-------|-----------------|-------|-------|-------|------------------|
| Autocratic Leadership | AL1   | 0.831           | 0.796 | 0.805 | 0.541 | 0.664            |
|                       | AL2   | 0.839           |       |       |       |                  |
|                       | AL3   | 0.423           |       |       |       |                  |
|                       | AL4   | 0.410           |       |       |       |                  |
|                       | AL5   | 0.867           |       |       |       |                  |
|                       | AL6   | 0.135           |       |       |       |                  |
|                       | AL7   | 0.382           |       |       |       |                  |
|                       | AL8   | 0.461           |       |       |       |                  |
| Ethical Leadership    | EL1   | 0.624           | 0.895 | 0.892 | 0.662 | 0.874            |
|                       | EL2   | 0.592           |       |       |       |                  |

|                      |      |       |       |       |       |       |
|----------------------|------|-------|-------|-------|-------|-------|
|                      | EL3  | 0.336 |       |       |       |       |
|                      | EL4  | 0.629 |       |       |       |       |
|                      | EL5  | 0.745 |       |       |       |       |
|                      | EL6  | 0.427 |       |       |       |       |
|                      | EL7  | 0.641 |       |       |       |       |
|                      | EL8  | 0.758 |       |       |       |       |
|                      | EL9  | 0.636 |       |       |       |       |
|                      | EL10 | 0.763 |       |       |       |       |
|                      | EL11 | 0.741 |       |       |       |       |
|                      | EL12 | 0.639 |       |       |       |       |
|                      | OT1  | 0.585 |       |       |       |       |
|                      | OT2  | 0.760 |       |       |       |       |
|                      | OT3  | 0.756 |       |       |       |       |
|                      | OT4  | 0.800 |       |       |       |       |
|                      | OT5  | 0.785 |       |       |       |       |
|                      | OT6  | 0.748 |       |       |       |       |
|                      | OT7  | 0.735 |       |       |       |       |
|                      | OT8  | 0.666 |       |       |       |       |
| Organizational Trust | OT9  | 0.707 | 0.918 | 0.907 | 0.529 | 0.901 |
|                      | OT10 | 0.398 |       |       |       |       |
|                      | OT11 | 0.705 |       |       |       |       |
|                      | OT12 | 0.292 |       |       |       |       |
|                      | OT13 | 0.411 |       |       |       |       |
|                      | OT14 | 0.467 |       |       |       |       |
|                      | OT15 | 0.366 |       |       |       |       |
|                      | OT16 | 0.387 |       |       |       |       |
|                      | OT17 | 0.291 |       |       |       |       |
|                      | VL1  | 0.850 |       |       |       |       |
| Visionary Leadership | VL2  | 0.457 | 0.749 | 0.599 | 0.513 | 0.511 |
|                      | VL3  | 0.778 |       |       |       |       |
|                      | WE1  | 0.312 |       |       |       |       |
|                      | WE2  | 0.441 |       |       |       |       |
|                      | WE3  | 0.412 |       |       |       |       |
|                      | WE4  | 0.808 |       |       |       |       |
| Work Engagement      | WE5  | 0.831 | 0.943 | 0.939 | 0.606 | 0.932 |
|                      | WE6  | 0.781 |       |       |       |       |
|                      | WE7  | 0.599 |       |       |       |       |
|                      | WE8  | 0.565 |       |       |       |       |
|                      | WE9  | 0.387 |       |       |       |       |
|                      | WE10 | 0.792 |       |       |       |       |

|      |       |
|------|-------|
| WE11 | 0.853 |
| WE12 | 0.716 |
| WE13 | 0.813 |
| WE14 | 0.872 |
| WE15 | 0.862 |

### Hypothesis Testing & Mediation Analysis Results

This table shows that the comprehension results have a direct effect. According to this table, p-

values are in a range of acceptable that indicates that all the hypotheses are acceptable.

**Table 7.** Direct Relationship Results

| Hyp. | Relationship | Sample Mean (M) | STDEV | T-Statistics | P-Values | Outcome  |
|------|--------------|-----------------|-------|--------------|----------|----------|
| H1   | AL -> OT     | 0.060           | 0.082 | 1.661        | 0.097    | Rejected |
| H2   | EL -> OT     | 0.165           | 0.096 | 2.272        | 0.023    | Accepted |
| H3   | VL -> OT     | 0.730           | 0.033 | 2.505        | 0.000    | Accepted |
| H4   | OT -> WE     | 0.809           | 0.023 | 5.531        | 0.000    | Accepted |

All the values are positively related to each other, but EL->OT->WE have a negative effect, but it is

reduced when OT mediates the relationship between EL and WE.

**Table 8.** Indirect Relationship Results

| Hyp. | Indirect Effect | Sample Mean (M) | STDEV | T-Statistics | P-Values | Outcome  |
|------|-----------------|-----------------|-------|--------------|----------|----------|
| H5   | AL -> OT -> WE  | 0.049           | 0.066 | 1.654        | 0.099    | Rejected |
| H6   | EL -> OT -> WE  | 0.134           | 0.078 | 2.268        | 0.024    | Accepted |
| H7   | VL -> OT -> WE  | 0.591           | 0.040 | 4.875        | 0.000    | Accepted |

### Results Discussion

As per Table 7, hypothesis H1 reflects the relationship between autocratic leadership and organizational trust with the t-value being 1.661 (i.e.,  $t \leq 1.96$ ) and the p-value being 0.097 (i.e.,  $p \geq 0.05$ ). As a result, hypothesis H1 is rejected. Furthermore, when hypothesis H2 was tested, the study discovered a significant relationship between ethical leadership and organizational trust because t-value is 2.272 (i.e.,  $t \geq 1.96$ ) and p-value is 0.023 (i.e.,  $p \leq 0.05$ ). As a result, hypothesis H2 is accepted. Table 7 shows that there is a significant relationship between visionary leadership and organizational trust,

with a t-value 2.505 (i.e.,  $t \geq 1.96$ ) and a p-value of 0.000 (i.e.,  $p \leq 0.05$ ). As a result, Hypothesis H3 is accepted. Results suggested that organizational trust and work engagement in hypothesis H4, the t-value is 5.531 (i.e.,  $t \geq 1.96$ ) and the p-value is 0.000 (i.e.,  $p \leq 0.05$ ). As a result, Hypothesis H4 is accepted. According to Table 8, Hypothesis H5 discovered that organizational trust positively moderates the association between autocratic leadership and work engagement, with a t-value of 1.654 (i.e.,  $t \leq 1.96$ ) and a p-value of 0.099 (i.e.,  $p \geq 0.05$ ). As a result, Hypothesis H5 is rejected. Moreover, this study investigated the moderating

effect of organizational trust between ethical leadership and work engagement, Hypothesis H6, as shown in Table 6, where the t-value is 2.268 (i.e.,  $t \geq 1.96$ ) and the p-value is 0.024 (i.e.,  $p \leq 0.05$ ). As a result, hypothesis H8 is accepted. According to Table 8, Hypothesis H8 discovered that organizational trust positively moderates the association between visionary leadership and work engagement, with a t-value of 4.875 (i.e.,  $t \leq 1.96$ ) and a p-value of 0.000 (i.e.,  $p \leq 0.05$ ). As a result, Hypothesis H8 is accepted.

## Conclusion

Leadership is the key to any success. But different leadership styles have different impacts on the employees. These different styles are based on the individual beliefs, attitude, behavior, ability, and capability to deal in different situations effectively and efficiently. Moreover, Organizational Trust discourage the Autocratic style of Leadership in professionals that ultimately results in the depreciation of Work Engagement. Contrary to prior, Organizational Trust plays vital role to develop/ appraise the work engagement of professionals in case Ethical as well as Visionary Leadership styles are incorporated in the organization. This study highlights the important aspects which will play a significant role in building occupational well-being among employees by enhancing the organization related climate. Organizational management needs to bring technology and work in a way that they should support each other by enhancing the performances.

## Limitations and Future Research Direction

Despite the noteworthy contributions and work, limitations still exist in this research that can be a part of the discussion and future research. This study was based on national level institutions with the sample size 230. The research study was based on a quantitative method. This research was based on a cross-sectional study, on the other hand in the future experimental studies can be conducted to get unbiased results. Future researchers can further investigate by deploying

various constructs related to leadership styles like transformational leadership, servant leadership, transactional leadership, situational leadership, authentic leadership, democratic leadership and autocratic leadership etc., in the same model examined in this study. Organizational Trust can be used as a moderator in future studies while other variables like Organizational Citizenship Behavior (OCB), Organizational Commitment and Corporate Social Responsibility (CSR) can also be used as a mediator to extend practical and theoretical contribution in existing literature.

## Managerial Implications

This study further provides suggestions and guidelines to the organization and its management that how they can enhance the well-being of their employees. When effective and efficient strategies, policies, training, and development would be introduced with the employees it will not only make them engaged but will also be effective in building trust between the organization and employees. They should implement the analytics in a way that employees should get a message that the organization and the roles will remain humanistic but these organizational level leadership will help them in workflows, process, decision making, growing and executing, and implementing holistic strategies.

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