

**THE ROLE OF MUTUAL TRUST BETWEEN EMPLOYEES AND
MANAGEMENT IN ENHANCING EMPLOYEE ENGAGEMENT
A STUDY OF OPINIONS OF A SAMPLE OF EMPLOYEE IN
MIDDLE EUPHRATES BANKS GOVERNORATES**

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**Key words: Mutual trust between employees and management, employee
engagement.**

Abstract:

This research aims to uncover role of mutual trust between employees and management represented by (integrity, benevolence and ability) in enhancing employees engagement represented by (physical, cognitive engagement, and emotional engagement). current study relied on a questionnaire tool in order to measure level of availability of mutual trust between employees and management and employee engagement with private banks in central Euphrates governorates. (Diwaniyah, al-Najaf al-Ashraf, Babil, Muthanna, and Holy Karbala) / Republic of Iraq. And by using special statistical packages in program (SPSS.V.25) and (AMOS.V.25), results of normal distribution, modeling of structural equation, reliability coefficient, internal validity, arithmetic mean, standard deviations, relative importance, and a matrix were extracted. Correlation, and regression coefficient, as results of study showed existence of a correlation and influence between mutual trust between employees and management in increasing level of employee engagement in their employee.

First topic: Research Methodology

First: - Research problem

Human resource has become of most important organizational resources that rely on business organizations to achieve of desired market position, and if we acknowledge role that local private banks play in of economic transformation process based on excessive international competition, great similarity in services provided by banks in general has become a challenge for many in them, who led their management to search for different ways of differentiation, may enhance of employee trust in banks in order to motivate them to engagement in these banks. From this perspective of emerges research problem who is reflected in fundamental question " What is appropriate ways through which private banks can of enhance employee trust in management in order to motivate engagement?"

And it can be summarized as research problem above by raising a number of research questions as follows:

- 1) Is there trust between management of private banks and their employees? and What the level of mutual trust between management and employee ?
- 2) What is the level of employee engagement in studied banks?
- 3) How the mutual trust between management of studied banks contribute to enhancing engagement?, In otherwords can trust invested between management and employee in increasing their level of career engagement?

Second: - Research objectives

The main objective of current study the role played by mutual trust between studied banks management in improved employment engagement with presence or presence of trust factor between employees and management. And emanates from this goal a number of important goals that can be summarized as follows

- 1) Determine the level of mutual trust between employees and management in studied private banks expressed in (integrity, benevolence and ability).
- 2) Clarification the level of employee engagement within private banks through physical, cognitive and emotional engagement .
- 3) Find out how contributes mutual trust between employees and management in enhancing employee engagement in studied private banks.
- 4) Highlight the role that played mutual trust between employees and management in motivating employees to engagement within private banks.

Third: - Importance of research

The importance of this research is informing private banks of modern administrate the concepts and need to define importance of investment mutual trust between employees and management and employee engagement within these banks.

Also, this research attempted to match important issues in human resource management of indicating importance of paying attention to close relationship between them and that did not receive enough attention from local researchers. On other hand current research attempted to draw attention of administrations in local private banks that only option to overcome environmental challenges is to ensure retention of employee engagement in job tasks by listening and enhancing strengthening mutual trust with them.

Fourth: - procedural definitions

Can be illustrated study variables and procedural definition as follows:

1) **Mutual trust between employees and management:-** ending relationship between management and employees based on ability of any party of fulfill mutual obligations (credibility), goodwill towards each other as well as honesty and justice in dealing.

A- **Ability:** - It refers to extent of awareness of one party of skills and capabilities that enable other party to accomplish required tasks efficiently and effectively.

B- **Benevolence:** - refers to extent of employees interest of parties relationship of mutual interests and business performance that contribute to enhancing of Organization's stature and reputation, value and create a positive working environment characterized by cooperation, credibility and goodwill of at same time improving level employees welfare.

C- **Integrity:** - refers to honesty, credibility, reliability, commitment and goodwill of part management and employees in order to provide genuine and ethical efforts based on respect for principles, rules, and acceptable, unacceptable behaviors socially and organizational

2) **Employee engagement:-** A positive, emotional, mental, and behavioral work to motivates employee of engagement in organization's work of invest (effort, time, and resources) in order to improve organization's performance raise its productivity and image among stakeholders.

A- **Physical engagement:** outcome of physical effort that employees devote to implementing tasks, goals, organizational activities and interact with them, as well as addressing problems that limit performance of required performance.

B- **Emotional engagement:** emotional state that urges employees to invest their abilities, Innovativeness and think pride, confidence and positivity towards organizational, and this state results from individual's possession of emotional resources that qualify him for that particular optimism, self-efficacy and self-esteem.

C- **Cognitive engagement:** It refers to an integrated combination of experiences, knowledge and skills that help employee inof engagement in job and provide their best potential of create a positive vision towards organization.

Fifthly: - Research hypotheses

H₀₋₁: There is a statistically significant correlation between mutual trust between employees and management and employee engagement. Several sub hypotheses are branched out from this hypothesis:

H₀₋₁₋₁: There is a statistically significant correlation relationship between ability dimension and employee engagement (physical engagement, emotional and cognitive engagement).

H₀₋₁₋₂: There is a statistically significant correlation relationship between benevolence dimension and employee engagement (physical engagement, emotional and cognitive engagement).

H₀₋₁₋₃: There is a statistically significant correlation between integrity dimension and employee engagement (physical engagement, emotional and cognitive engagement).

H₀₋₂: There is a statistically significant effect of mutual trust between employees and management in employee engagement. Several sub-hypotheses are branched out from this hypothesis:

H₀₋₂₋₁: There is a direct effect of mutual trust between employees and management in its dimensions (capacity, charity, and integrity) in physical engagement.

H₀₋₂₋₂: There is a direct effect of mutual trust between employees and management in its dimensions (capacity, charity, and integrity) in emotional engagement.

H₀₋₂₋₃: There is a direct effect of mutual trust between employees and management in its dimensions (capacity, charity, and integrity) in cognitive engagement.

Sixth: - Hypothetical search model

After addressing problem, objectives, and importance of research and in light of what has been clarified towards results of previous studies, a hypothesis plan for research was prepared, see Figure (), who contributes in explaining nature and type of relationship between variables within in research, as follows:

- 1) **Independent variable:** It is represented in mutual trust between employees and management of inclusion of three dimensions (ability by (6) paragraphs, integrity by (4) paragraphs, and benevolence by (6 paragraphs), and scale was adopted (Yoon-Ho et al., 2015)).
- 2) **Dependent variable:** It centers on employee engagement and includes three dimensions (physical, cognitive and emotional engagement) by (6 items for each), and scale was adopted (Rich et al., 2010).

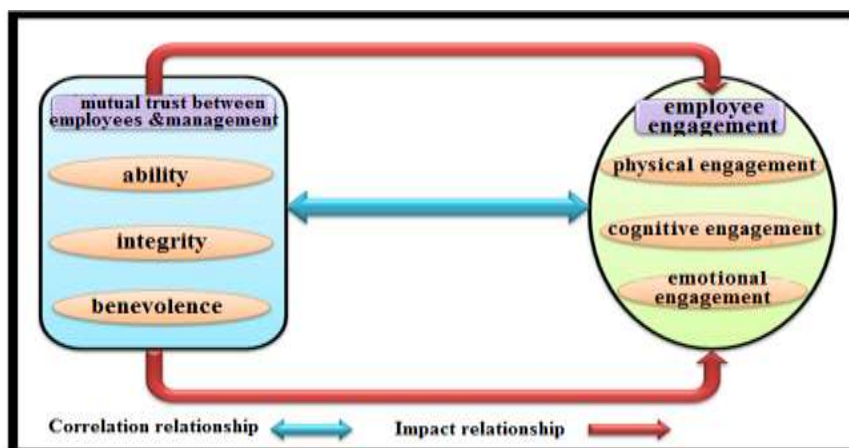


Figure () hypothetical search plan

Source: Prepared by researcher

Second topic: Theoretical framework of research

Concept of Mutual Trust between Employees and Management

historical roots of the issue of mutual trust between employees and management go back to (Mayer, 1995), who assumed that perceived mutual trust is based on three basic elements (capacity, benevolence, and integrity) and all of these elements are related to each other (Romero Pender, 2017: 7) .Consequently, standing on a single comprehensive definition of the concept of trust is very difficult. Therefore, in order to identify the concept of trust in a more clear way, the table () shows what can be obtained about the concept of trust for a group of researchers, academics and practitioners in the relevant field.

Table (1) : Concepts of the Trust from the viewpoint of a group of writers and researchers.

S.No.	Researcher	Concept
1	Mayer et al.,1995:712	The desire of one of the parties of the trust to rely on the decisions of the other party that are in the interest of both parties
2	Chen et al.,2015:2	A means of enhancing job satisfaction, organizational commitment, productivity, and cooperation between employees and the organization.
3	Ong& Lin,2015:345	Workers' belief in the ability, integrity and charity of the organization
4	Selmi et al., 2016: 1	One of the organizational mechanisms through which knowledge can be exchanged between employees and management.
5	Bligh,2017:21	A dynamic and personal relationship between working individuals that affects and is affected by the workplace.
6	Zheng et al.,2018:92	A psychological condition that affects the intention, expectations, and behaviors of workers.
7	Hasnain,2019:26	Freedom and independence that contribute to giving workers the ability to work hard.
8	Küçüköğlü& Akca,2020:105	The positive expectations that the group and individuals maintain in their decisions they make.
9	Zondo,2020:2	Positive attitudes that employees take towards the value of the organization.
10	Vukelić et al.,2021:16	The amount of integrity and benevolence enjoyed by the members of the relationship in order to achieve the required goals.

From the above, it can be said that mutual trust between management and employees is a relationship established between management and employees based on the ability of the two parties to fulfill mutual obligations and good faith towards each other, as well as honesty and fairness in dealing.

Dimensions of mutual trust between employees and management:

Dimensions of mutual trust represent the main motives for strengthening employees to build trust with management. Trust can be measured through several dimensions represented in ability, which indicates the extent to which the parties of trust realize the knowledge, skills and wisdom necessary to successfully perform the tasks (Bligh, 2017: 23). Ability represents the ability of workers to accomplish work-related tasks with credibility and dedication (Barkhordari, 2017: 7).The second dimension refers to Benevolence, which represents the starting point for developing trust, is the feeling of charity. In order for management to gain the trust of employees, it must show some concern for their personal interests and promote the goodwill of the parties concerned in order to build and support this relationship (Tschannen-Moran &Gareis, 2015: 259).While the last dimension is integrity, which represents the degree to which parties of trust follow sound, fair and ethical principles and rules to perform the required tasks (Bligh, 2017: 23).Integrity refers to the expectation based on social

principles that the working individuals create towards their co-workers (Barkhordari, 2017: 7).

(I) – The concept of Employees Engagement:

The concept of employee engagement has attracted the interest of many writers, researchers and academics in this field, and the reason for this is due to the contribution that this concept makes to achieving organizational success and competitive advantage (Shaik&Makhecha, 2019: 4).). The engagement of workers represents a very important element for any organization as it reflects the extent of the employees 'emotional and mental commitment to the work, the organization, the manager or colleagues, which affects the exertion of the largest possible amount of work (Gibbons, 2006: 1), as the high level of employee engagement can be affected by the extent to which workers absorb the work tasks, and the promises that the organization makes to them (Das, 2020: 897).In order to understand more clearly the concept of employee engagement, Table () clarifies what was available to obtain about the concept of employee engagement for a group of researchers, academics and practitioners in the relevant field.

Table (2) : The concept of employee engagements for a group of researchers

S.No.	Researcher	Concept
1	Markos& Sridevi,2010:89	The interactive relationship between employees and managers, which is reflected in the enthusiasm, and emotional commitment of individuals towards the organization.
2	Rich et al.,2010:622	The cognitive and emotional awareness that the employees uses in order to express his positive feelings towards the tasks assigned to him.
3	Bhatla,2011:1	The level of employee loyalty and engagement in achieving organizational goals.
4	Anitha,2014:308	The level of commitment and engagement of employees towards the organization and its value.
5	Shuck et al.,2017:2	A positive psychological state towards work that expresses the cognitive, emotional and behavioural engagement of workers.
6	Pandita& Ray,2018:185	The emotional and cognitive degree that workers have towards their work, their organization, their colleagues, and their managers, which enables them to exert additional effort in their job tasks.
7	Ameen& Baharom,2019:329	A mechanism to help the organization fight for a competitive advantage compared to other organizations.
8	Ruslan et al.,2019:1	Staff faith in the organization's mission, value and purpose.
9	Ameer& Zubair,2020:579	Abilities of workers to deal with their duties and workload in ways that add better elegance to the organization.
10	Zondo,2020:2	Positive attitudes that employees take towards the organization's values.

From the above, it can be said that the employees' engagement represents a positive, emotional, mental, and behavioral combination that motivates workers to become absorbed in the organization's work in order to improve its performance, raise its level of productivity, and improve its reputation and image with stakeholders.

(II) The Dimensions of the Employees Engagement:

The dimensions of employee engagement represent the main drivers of employee performance, which are represented in physical engagement, which indicates the amount of effort that the worker exerts at work, as well as his engagement in addressing the problems that accompany the work he is doing. And (THU & II, 2019: 11; Kuok & Taormina, 2017: 267) stated that physical engagement represents the extent to which workers devote their effort to the implementation of organizational tasks, goals and activities. While the second dimension is emotional engagement, which indicates dedication and distinction in engaging strongly in work, enthusiasm, a sense of pride, interest, and inspiration, as the individuals involved perceive their job as important and meaningful with regard to the time required for mastery, dedicated individuals are highly connected to the environment around them, in other words, individuals who view their job as meaningful are more willing to break out of the barriers that limit their ability to achieve work in new ways and focus on adapting to the work environment. (Lauring & Selmer, 2015: 633). While the last dimension is cognitive engagement, which represents an emotional state that creates a positive vision for workers towards the organization.. And (Christian et al., 2011: 89; Yakın & Erdil, 2012: 375) stated that Cognitive engagement is positively related to job satisfaction and focus on work, as workers in this type focus on the job completely and engage in it happily, as time and effort are invested Necessary for the completion of work activities (Lauring & Selmer, 2015: 633).

The Third topic: - applied Aspect of Research

First: - Analysing Normal Distribution Of Research Data:

It is noticed from results of Table (3) that significant value of Klumgrove - Simonrov test and Shapiro - Willick test is higher than (0.05), and this matter indicates that data follow a normal distribution, which means rejecting null hypothesis and accepting alternative hypothesis that assumes that the data drawn from studied community follow normal distribution. Natural.

Table (3) : Normal distribution of variables and dimensions of study

Variables¹	Kolmogorov-Smirnova	Shapiro-Wilk
MTAB	0.125	0.915
MTBE	0.161	0.883
MTIN	0.154	0.891
MUTR	0.134	0.894
GAPH	0.165	0.865
GAEM	0.151	0.873
GACO	0.115	0.936
ENGA	0.118	0.896
	Sig.= P > 0.05	Df= 376

(1) Ability (MTAB), Benevolence (MTBE), Integrity (MTIN), Mutual Trust (MUTR), Physical Engagement (GAPH), Emotional Engagement (GAEM), Cognitive Engagement (GACO), and Employee Engagement (ENGA)

Second: - Reliability measurement tool

Reliability refers to consistency of study scale, Reliability of results that can be obtained from scale over different time periods, and structural stability of measuring instrument is verified by using Cronbach Alpha test, as significant value must be higher than (75%), and Table (4) shows coefficient Cronbach alpha of variables included in analysis.

Table (4) : Cronbach alpha coefficients for study dimensions and variables

Variables	Cronbach Alpha for all variable	Dimensions	paragraphs	Cronbach's alpha for each dimension
MUTR	0.973	MTAB	6	0.976
		MTBE	4	0.974
		MTIN	6	0.973
ENGA	0.973	GAPH	6	0.974
		GAEM	6	0.973
		GACO	6	0.983

results of Table (4) related to Cronbach alpha coefficients for variables included in analysis indicate that all values ranged from its reliability coefficients (0.973-0.983) and this is evidence that measurement tool is characterized by relative reliability and stability that suits requirements and opinions of studied sample.

Third: - Descriptive statistics

1) Mutual trust variable:

results of Table (5) show that general average of arithmetic means of variable Mutual trust of confidence reached (4.11) with a standard deviation of (0.659) and a relative importance equal to (82%), and this indicates that dimension of integrity contributed to enrichment of this variable by enhancing its capabilities with an average An arithmetic of (4.14), a standard deviation equal to (0.675) and an agreement percentage of (83%), while charity dimension came in second place with an arithmetic mean of (4.14) and a standard deviation of (0.741) and a relative importance of (83%), ability dimension is in last place with an arithmetic mean of (4.04), a standard deviation of (0.651) and relative importance of its value (81%), which indicates need for studied banks to develop their capabilities by (19%) and this matter requires improving skills, capabilities and characteristics in order to Developing and improving job performance

Table (5) : Results of descriptive statistics of variable mutual trust

No	mean	standard deviation	Relative importance %	Order of importance	No	mean	standard deviation	Relative importance %	Order of importance
Mtab1	3.91	0.730	78%	6	Mtin1	4.17	0.828	83%	3
Mtab2	3.98	0.795	80%	5	Mtin2	4.06	0.777	81%	5
Mtab3	4.11	0.798	82%	2	Mtin3	4.03	0.789	81%	6
Mtab4	4.07	0.769	81%	3	Mtin4	4.14	0.8	83%	4
Mtab5	4.15	0.809	83%	1	Mtin5	4.22	0.838	84%	1
Mtab6	4.05	0.814	81%	4	Mtin6	4.19	0.81	84%	2
MTAB	4.04	0.651	81%	third	MTIN	4.14	0.675	83%	first
Mtbe1	4.16	0.884	83%	2	MUTR	4.11	0.659	82%	***
Mtbe2	4.10	0.808	82%	3					
Mtbe3	4.09	0.815	82%	4					
Mtbe4	4.19	0.795	84%	1					
MTBE	4.14	0.741	83%	Second					

2) Employee Engagement Variable:

It is noted from results of Table (6) that general rate of employee engagement variable is (4.07) with a standard deviation equal to (0.692) and relative importance of its value (81%), and this indicates that physical engagement dimension is what contributed to enhancing and improving employee engagement at banks study has an arithmetic mean of (4.20), a standard deviation of (0.749) and a relative importance equal to (84%), while dimension of emotional engagement came in second place with an arithmetic mean equal to (4.17), a standard deviation of (0.778) and a relative importance of (83). cognitive engagement dimension ranked last with an arithmetic mean of (3.85), a standard deviation of (0.732) and a relative importance of (77%), and this indicates need for studied banks to pay attention to cognitive engagement of employee by motivating them to develop their skills and knowledge By accessing training employee in interest and developing their expertise related to functional tasks assigned to them.

Table (6) : Results of descriptive census of employee engagement variable

No	mean	standard deviation	Relative importance %	Order of importance	No	mean	standard deviation	Relative importance %	Order of importance
Gaph1	4.21	0.837	84%	4	Gaco1	3.77	0.797	75%	5
Gaph2	4.20	0.818	84%	2	Gaco2	3.93	0.908	79%	2
Gaph3	4.20	0.862	84%	3	Gaco3	3.95	0.953	79%	1
Gaph4	4.13	0.828	83%	6	Gaco4	3.76	0.694	75%	6
Gaph5	4.19	0.874	84%	5	Gaco5	3.89	0.849	78%	3
Gaph6	4.25	0.841	85%	1	Gaco6	3.80	0.814	76%	4
GAPH	4.2	0.749	84%	first	GACO	3.85	0.732	77%	third

Gaem1	4.24	0.879	85%	1	ENGA	4.07	0.692	81%	***
Gaem2	4.18	0.878	84%	3					
Gaem3	4.13	0.869	83%	5					
Gaem4	4.19	0.821	84%	2					
Gaem5	4.16	0.846	83%	4					
Gaem6	4.10	0.869	82%	6					
GAEM	4.17	0.778	83%	Second					

Fourth: - hypothesis testing

1) Correlation hypotheses

This paragraph is concerned with measuring nature of correlation between mutual trust as an independent variable, employee engagement as a dependent variable, and dimensions of each of them. Therefore, Table (7) illustrates matrix of correlation relationship between research variables.

Table (7) : Matrix of correlation between study variables

	MTAB	MTBE	MTIN	MUTR	GAPH	GAEM	GACO	ENGA
MTAB	1							
MTBE	.858**	1						
MTIN	.847**	.909**	1					
MUTR	.940**	.968**	.961**	1				
GAPH	.784**	.870**	.894**	.889**	1			
GAEM	.800**	.897**	.898**	.906**	.937**	1		
GACO	.578**	.623**	.660**	.649**	.667**	.687**	1	
ENGA	.787**	.870**	.892**	.889**	.947**	.955**	.851**	1
** . Correlation is significant at the 0.01 level (2-tailed).					Sig. (2-tailed) = 0.000			
					N= 376			

first main hypothesis: There is a statistically significant correlation between mutual trust between employees and management and employee engagement.

It is noticed from results presented in Table (7) that there is a statistically significant correlation less than (0.01) between mutual trust between employees and management and employee engagement with (0.889), which is a strong direct relationship, and this matter indicates rejection of null hypothesis that imposes absence A correlation relationship between mutual trust between employees and management and employee engagement, and acceptance of alternative hypothesis that imposes a correlation relationship between mutual trust between employees and management and employee engagement, while strength of correlation with dimensions of employee engagement ranged between (0.649) for dimension of cognitive engagement to (0.906) for emotional engagement. This indicates necessity of studied banks 'interest in improving employee's engagement towards developing their knowledge potential and refining it in line with requirements of tasks assigned to them.

Several sub hypotheses are branched from this hypothesis, namely:

first sub hypothesis: There is a statistically significant correlation between ability dimension and employee engagement (physical engagement, emotional engagement, and cognitive engagement).

results presented in Table (7) resulted in existence of a correlation between dimension of ability and employee engagement, at a level of significance less than (0.01) and its amount (0.787), which is a strong direct relationship, in addition to this, strength of correlation with dimensions of employee engagement ranged from (0.578) to dimension Cognitive engagement to (0.800) for dimension of emotional engagement, which means necessity of banks 'interest in empowering employee cognitively and physically in order to ensure conduct of their internal operations in line with required employee requirements.

Second sub-hypothesis: There is a statistically significant correlation between charity dimension and employee engagement (physical engagement, emotional engagement, and cognitive engagement).

results of Table (7) are concerned with showing existence of a statistically significant correlation less than (0.01) between dimension of charity and employee engagement, which is (0.870), and strength of correlation with dimensions of employee engagement ranged from (0.623) for dimension of cognitive engagement to (0.897) for dimension of engagement. This indicates need to improve cognitive engagement of employee in order to ensure achievement of moral and spiritual spirit among employee and cooperation to accomplish required tasks among co-employee.

Third sub-hypothesis: There is a statistically significant correlation between integrity dimension and employee engagement (physical engagement, emotional engagement, and cognitive engagement).

results presented in Table (7) indicate existence of a correlation between integrity dimension and employee engagement, and at a level of morale less than (0.01) and its amount (0.892), which is a strong direct correlation according to scale of (Cohen et al., 1983). correlation with dimensions of employee engagement between (0.660) for dimension of cognitive engagement to (0.898) for dimension of emotional engagement, which indicates that studied banks need to mentally direct employee in order to raise their cognitive and physical performance.

From foregoing, it can be said that studied banks suffer from a weak cognitive engagement with them, which indicates need to pay attention to developing and ensuring that their employees undergo a set of training and development courses in order to raise their level of performance and productivity.

2) Impact hypotheses:

The second main hypothesis: There is a statistically significant impact relationship for mutual trust between employees and management in employee engagement.

results of Table (8) indicate that increased interest of studied banks in mutual trust between employees and management contributes to improving employee engagement by (0.945) and with a standard error rate equal to (0.025) and a critical value of (37.80), which indicates need to strengthen studied banks For mutual trust between employees and management, in order to motivate workers to engage in internal operations of bank and complete them efficiently and effectively.

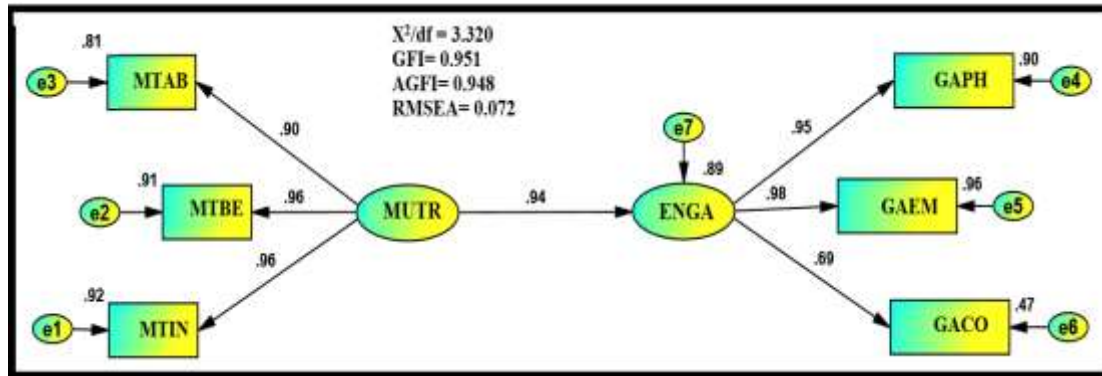


Figure (2) standard scheme for effect of mutual trust between employees and management on employee engagement

It is noticed from results of Table (8) that mutual trust between employees and management contributed to explanation of (0.892) of requirements for employee engagement, which means that interest of studied banks in mutual trust between employees and management contributes to development of employee engagement by (0.108).

Table (8) : Standard weights related to effect of mutual trust between employees and management on employee engagement

Impact path			Standard weight	Standard error	Critical value	Value R ²	Probability (P)	Type of effect
MUTR	---	ENGA	0.945	0.025	37.8	0.892	***	moral
	>							

Several sub hypotheses are branched from this hypothesis, namely:

first sub-hypothesis: There is a statistically significant impact relationship for mutual trust between employees and management in its dimensions (ability, Benevolence, and integrity) in physical engagement.

results of Table (9) resulted in interest of studied banks in dimensions of mutual trust between employees and management leading to an improvement in physical engagement by (0.745) as a result of interest in ability dimension with an error of (0.037) and a critical value equal to (20.135), and by (0.224) As a result of interest in integrity dimension, with a standard error of (0.083) and a critical value of (2.699) "On other hand, results showed that there was no significant effect of benevolence dimension in physical engagement. As interest in dimensions of mutual trust between employees and management contributed to explanation of physical engagement by (0.732), which makes it imperative for administration to pay attention to improving relationship between dimension of Benevolence and physical engagement in order to strengthen this relationship.

second sub-hypothesis: There is a statistically significant impact relationship for mutual trust between employees and management in its dimensions (ability, Benevolence, and integrity) in emotional engagement.

It is noted from results of Table (9) that an increase in interest in dimensions of mutual trust between employees and management by one standard weight leads to an

improvement in dimension of emotional engagement by (0.468) as a result of interest in dimension of Benevolence with an error of (0.056) and a critical value of (8.357), And with an amount of (0.477) as a result of interest in dimension of integrity, with a standard error of (0.060) and a critical value of (7.950) "On other hand, results showed that there was no significant effect of ability dimension in emotional engagement.

results also showed that interest in dimensions of mutual trust between employees and management contributed to improving and developing employees 'emotional engagement by (0.843) towards paying attention to employee requirements, which indicates necessity of studied banks' interest in improving capabilities and skills of their employee in order to increase emotional engagement of their employee .

Third sub-hypothesis: There is a statistically significant impact relationship for mutual trust between employees and management in its dimensions (ability, Benevolence, and integrity) in cognitive engagement.

results of Table (9) indicate that increased interest of studied banks in dimensions of mutual trust between employees and management leads to improvement and development of dimension of emotional engagement by (0.528) as a result of interest in dimension of integrity with an error of (0.106) and a critical value equal to (4.981), as well as results showed that there was no significant impact relationship to ability and Benevolence dimension in cognitive engagement, which means that studied banks should pay attention to developing capabilities and skills of their employees and enhance their sense of responsibility and cooperation in accomplishing work requirements with a rate of (0.439).

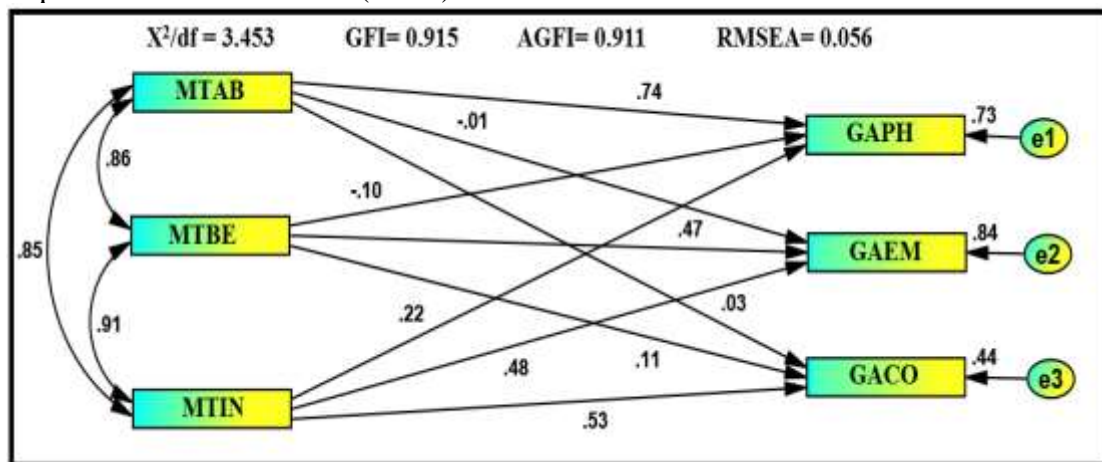


Figure (3) standard scheme for impact of mutual trust between employees and management, with its dimensions, on employee engagement with its dimensions

Table (9) : Standard weights related to impact of mutual trust between employees and management in its dimensions on employee engagement in its dimensions

Impact path		Standard weight	Standard error	Critical value	Value R ²	Probability (P)	Type of effect	
MTAB	--->	GAPH	0.745	0.037	20.135	0.732	***	moral
MTBE	--->	GAPH	-0.098	0.076	-1.289		0.258	n. s
MTIN	--->	GAPH	0.224	0.083	2.699		***	moral

MTAB	--->	GAEM	-0.006	0.050	-0.120	0.843	0.881	n. s
MTBE	--->	GAEM	0.468	0.056	8.357		***	moral
MTIN	--->	GAEM	0.477	0.060	7.950		***	moral
MTAB	--->	GACO	0.033	0.089	0.371	0.439	0.681	n. s
MTBE	--->	GACO	0.115	0.100	1.150		0.127	n. s
MTIN	--->	GACO	0.528	0.106	4.981		***	moral

fourth topic: conclusions and recommendations

First: - Conclusions

- 1) studied banks focus on integrity, benevolence and credibility in dealing with others, especially stakeholders, which would employee to build positive relationships that enhance commitment and loyalty of employee.
- 2) studied banks are keen to encourage employees to put forward new ideas to address problems that hinder progress of employee, or to urge them to make appropriate changes in banking procedures through use of appropriate means that are commensurate with nature of stage in which banks are living.
- 3) interest of studied banks in determining appropriate rewards and compensation for employee with high creativity and potential, which has motivated employee to cooperate and trust among mselves.
- 4) considered banks encourage their employees in order to express their opinions without any hesitation, which indicates direction of bank administrations towards developing career path for employees and enhancing their positive feeling towards bringing about change within bank.
- 5) considered banks are keen to motivate employee to engage physically and emotionally with requirements of employees through feelings and ideas towards persuading customer to deal with bank in view of distinguished services it provides.

Second: - Recommendations

- 1) need for studied banks to pay attention to transparency of employee, in order to ensure achievement of mutual trust between employees and management. This is done by adopting an open door policy or suggestion boxes.
- 2) It is important for studied banks to urge their employees to devise new methods of communicating their voices to administration in a manner that serves goals of bank and goals of employee together. Perhaps way to that is through notifying employees that bank is employing to achieve their goals and not just its goals.
- 3) considered banks should encourage employees to take responsibility for occurrence of error, which motivates them to consult management and reduce barriers that hinder building mutual trust between employees and management. Banks can achieve this by establishing an organizational culture that encourages openness to others and acceptance of opinion of other, regardless of party that adopts it.
- 4) necessity for studied banks to be keen on building a knowledge base that motivates employees to put forward innovative ideas in order to develop and continuously improve banking performance. Banks can achieve this whenever they employee to remove barriers that may be created by employee in official contexts, especially adherence to chain of affairs.
- 5) need to consolidate mutual trust between employees and managers in banks in order to motivate employee not to hesitate to show their reactions and attitudes towards employee performance requirements, and perhaps banks can achieve this by

resorting to methods of combining job and material and psychological qualifications of its occupant, especially through Using known job design methods.

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