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The Importance of Trust in Leadership Effectiveness

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ABSTRACT

The purpose of this paper has been to evaluate the importance of trust in leadership effectiveness. For the attainment of this goal, interviews were conducted with 20 managers working in different sectors. The data was analysed using thematic analysis, the interview responses disclosed that trust is an important factor in leadership effectiveness as only trusted leaders can drive employee performance and achieve organisational goals successfully, which are the measure of leadership effectiveness. It is found that certain factors of trust contribute significantly towards enhancing leadership effectiveness. The research found some of the best practices that leaders should consider for building trust that can lead them towards gaining effectiveness. For example, creating a culture of open communication, collaboration, and feedback. Leaders by creating a sense of ownership in employees, listening to them carefully and resolving their issues consistently can gain their trust.

Keywords: Trust, Leadership effectiveness, trust factors, best leadership practices, and employee performance.

Introduction

Trust is an important factor in any relationship, it can be a fundamental element in the effectiveness of leadership. Trust is a glue that binds leaders and their followers, it is a key to their relationship. Trust is a factor that allows leader and their followers to excel in their jobs. Building trust is not an event, it is an outcome of a series of events that allow true success to leaders and followers, which is apparent in their organisational accomplishment (Mineo, 2014). Trust has gained importance as capital for a leader; according to Lewis (2022) trust refers to the belief in the abilities, character and integrity of another person, which is thought of as something on which personal relationships are built, trust has become a foundation of most successful companies.

For the effectiveness of a leader, it is mandatory that their employees are satisfied, the work environment is positive and the employees and organisations are performing well. The success of companies and employee satisfaction and motivation are some of the key measures of leadership effectiveness (Lewis, 2022). Even, Frei and Morriss (2020) highlighted that the first step of genuine and effective leadership is trust. Trust is based on three drivers such as empathy, logic, and authenticity, when there is any break in trust the three factors can be evaluated for tracking the breakdown. According to a Harvard Business Review conducted in 2017, companies having high trust factors tend to report around 74% of less stress, 13% of less sick days, and 40% less burnout compared to the companies that have lower levels of trust. similarly, the survey conducted unveiled the outcomes that companies reporting high trust, their employees reported 106% more energy at their work, these firms reported 76% more engagement level, 50% higher productivity, and 29% more satisfaction with their lives companies to the companies reporting less trust (Zak, 2017).

Cox (2022) in her article mentioned that trust in women's leadership is falling while their number in leadership positions is rising. It is reported that in G7 regions that include the UK, the US, Japan, Italy, France, Germany and Canada, around 45% of people were comfortable with women leaders. It is reported that women face hard times in gaining the trust of people. The experts and academics reported that these trust issues are rising among women and one of the major reasons is the traditional perception of males that women cannot perform better than male. Zak (2017) found that employees in high-trust organisations are more energetic and productive. Trust is an important factor that contributes to effective collaboration with employees and retaining them long with organisations that are the measures of effective leadership. Around 55% of companies believe that trust is a key to organisational success and that lack of trust is a threat to organisational growth which is a significant measure of leadership effectiveness.

However, all these facts have been highlighted in reviews and website articles. It is found that very few studies have discussed the importance of trust in effective leadership. considering the increasing concerns of academics and experts in this domain and the lack of studies, this research aims to fill this gap by examining the importance of trust in enhancing the effectiveness of leadership and reflecting on the different ways leaders use to enhance the trust between them and their employees. The study reflects on the ways trust improves the leadership's effectiveness.

Literature review

Importance of Trust for Effective Leadership

Trust plays a continuous and surprising role in the development of effective leadership. Trust is regarded as an important element of effective leadership because it is an antecedent of the employee's performance, efficacy, and motivation which are the measure of leadership effectiveness. The study found that leadership is an antecedent of trust. Leaders to influence the trust of employees tend to involve them in their decision-making process. Trust can be elaborated as an environment for employees to share their ideas and provide them with tools for failure. Creating an environment of trust is a primary responsibility of leaders (Hasel, 2013). On the other hand, Kalshoven and Den Hartog (2009) regarded trust as a mechanism that helps leaders in adopting ethical behaviour that might enhance the effectiveness of leaders within organisations. It is noted that ethical leaders pronounce trust as a mediating factor between the relationship of various outcomes and effective leaders. The study found that leaders having the interest of their employees in mind tends to enhance the trust of people. Ethical leaders tend to create a trusting relationship with their employees and social exchange theory can best explain this concept. For example, leaders who value the needs and desires of their employees and support them, tend to create an environment of trust and employees in return for the trust adopt positive workplace behaviour. Leaders who value sharing power, fairly distribute rewards and maintain transparency, are ethical and successfully create trust among employees and these leaders are more effective because they lead employees towards getting organisational means.

While discussing trust as an important factor of effective leadership, OECD (2019) report highlighted that trust is a two-way street, which means the employees are not the only one which should trust employees, but trusting employees is also necessary for leaders. For example, when leaders trust their employees, they involve employees in their decision-making and provide them opportunities to test new things and ideas that create trust among employees for leaders and this two-way trust relationship enhances the effectiveness of leadership. It is found that increasing trust enhances the potential of leaders to perform their best over time. This statement can be interpreted in a way that the effectiveness of leadership is measured through the performance and organisational success of employees. When employee trust their leaders they follow their rules and instructions which improved the performance of employees and leads firms towards the overall increment of organisational goals.

Trust creates an environment in which honest and open communication between employee and employer flourish. Trust makes employees comfortable around leaders and they can easily express their concerns and share their ideas and opinions because they are aware that they would not have to face any consequences. Effective leaders are those who successfully resolve the issues of their employees and open communication from the employees' side is key to gaining valuable insights into employees, building strong relationships with them and making accurate and informed decisions to lead companies towards success (Sahoo & Sahoo, 2019).

Mayfield and Mayfield (2002) shared that employee trust in leadership tends to enhance workplace engagement. Trusted leaders provide their employees with an opportunity to get the work done comfortably. Trusted leaders provide their employees with a sense of safety and this sense of safety motivates them to contribute their efforts more towards the organisational success. Trust enhances employee loyalty, commitment and satisfaction that lead employees towards increasing performance and productivity. On the other hand, Wickramasinghe and Widyaratne (2012) realised that trust is critical to the collaborative environment, trust encourages employees to get involved in team working activities that enhance the potential of employees to perform well and collectively make efforts to gain organisational means through knowledge sharing that reflect the leadership effectiveness. When employees trust their leaders, they share their information easily, and they work together and support one another. The trust relationship between employees and leaders fosters a sense of unity and cohesion. An effective leader understands the problems of his employees and helps them in overcoming the challenges. Trust builds an environment of collaboration in which it becomes easy for leaders to help their employees working in teams overcome challenges and leverage different perspectives while achieving collective success.

Ciulla and Ciulla (2020) shared a different point of view on trust and stated that employees trust their leaders, but it is also pivotal that leaders also trust their employees. Leaders trust their employees empower them and delegate them opportunities and grand their autonomy. According to Dedahanov and Bozorov and Sung (2019), leaders trust their team members and show confidence in their decision-making skills and abilities. This empowerment from leaders to employees boosts their morale leading them towards innovation and creativity. When leaders trust their employees, employees take ownership of their tasks leading employees towards improved performance and job satisfaction showing the effectiveness of leadership. Thornton (2021) found out that trust is important most specifically during times of uncertainty and crisis because when employees trust their leaders they embrace changes more easily and adapt practices to new situations to deal with problems. Trust is important for effective leadership as organisational performance and employee satisfaction is the measures of leadership effectiveness and these aspects improve only when employees trust their leaders. The trust of employees in their leaders provides leaders with a sense of confidence and ownership, which enables them to effectively communicate the organisational vision, navigate change and gain buy-in from their followers.

Moving further while explaining the role of trust in effective leadership, Whittington (2017) commented that employee trust in leaders enables leaders to foster a positive culture within the organisation that includes fairness, transparency, and integrity. The trust of employees in their leaders encourages leaders to adopt ethical practices, behaviour, and practice shared values and mutual respect within the organisations. Sharma, Agarwal and Khandelwal (2019) found that employee retention and positive organisational culture are the aspects of effective leadership, trusted leaders can create a positive organisational culture by fostering teamwork practices and a healthy and supportive work environment that leads them towards retaining employees. This means trust plays a critical role in the effectiveness of leaders. On the other hand, Issah (2018) commented that trust is an effective facilitator of conflict resolution. Leaders create a trusted environment where employees can share their concerns openly which allows leaders to resolve those issues

constructively. Trusts of employees provide leaders with an opportunity they can create a safe space for their employees to have a dialogue. Trusted leaders encourage collaboration with employees for resolving conflicts and foster a culture of respect and understanding. Here, it is to realise that conflict resolution is a key to leadership effectiveness, hence an ability to resolve conflicts by creating a trust environment communicates that trust plays a crucial role in leadership effectiveness.

Overall, the literature communicates that trust is a cornerstone of leadership effectiveness, as it helps enhance the coordination, communication, empowerment, engagement, and adaptability between employees and leaders that result in improving overall employee performance, organisational success and employee satisfaction level. It is realised from the literature that leaders prioritising the trust environment are likely to inspire their employees and achieve the organisational means more quickly and efficiently.

Building Trust among Employees

According to Hasel (2013), fairly distributing the benefits among employees is one of the key aspects that create trust among employees for their leaders. Leadership is a driver of trust and trust proves to be an antecedent of employees' extra efforts, innovative behaviour, risk-taking and civic engagement. Distinctively, Anheier and Knudsen (2023) commented on the strategy to develop trust in employees to enhance the effectiveness of leaders. The authors found that better accountability and the development of leadership for creating an appropriate governance environment are crucial steps for building trust among employees. While discussing the strategies for virtual teams, Ford, Piccolo and Ford (2017) discussed trust as a key element for the team working environment within the organisation. The study found that effective leaders are the ones whim ensure that their relationship with their employees is built on trust. The study highlighted that providing support to employees is critical for successful team working and leaders supporting their employees successfully create an environment of trust. The research disclosed that trust can be built through developing and implementing distinctive and multiple strategies. For example, leaders can win the trust of their employees by creating a perception of benevolence and integrity, but to maintain trust, it is also necessary that the same perception is built. Some of the other strategies that can be used to create trust among employees include the creation of supportive policies and procedures that benefit employees and show that the company cares for them. Further, providing employees with appropriate technology so they can complete their work efficiently, defining tasks clearly, and carefully selecting and training not only employees but managers as well are some of the key strategies that contribute significantly to the success of employees.

Osborne and Hammoud (2017) commented that employee trust is gained by leaders using different strategies; leaders gain the trust of their employees empower them, provide necessary training and develop them continuously. Further, Hynes (2012) suggested that to win employee engagement, trust is key and employees can use different tactics to with the trust of employees. For example, leaders attempt to address the concerns of employees and try to meet their expectations. Leaders develop a team working culture among their employees, enhance cultural awareness, improve their communication with them, provide employee incentives for their hard work and develop their team skills. All these factors or strategies contribute significantly to the success of organisational goals by creating a trusting environment for employees. In alignment, Vandenabeele (2014) commented that trust is an important element in improving the engagement of employees towards their firms and workers. Employees give their best and are ready to do anything when they are confident that they have leaders on their backs to support them in their decisions. It is also reported that the effectiveness of leaders can be evaluated from the fact that effective leaders tend to identify the skill needs of employees and develop their skills. Specifically, Li, Gupta, Loon and Casimir (2016) highlighted trust creation as an important factor in organisational and leadership effectiveness and found that collaboration is one of the key strategies that contribute significantly towards the generation of trust between leaders and employees. Employees trusting their leaders are more likely to surpass their self-interests for the success of organisations. Nevertheless, Maduka et al. (2018) identified that trust is a competency that an effective leader must have. Effective leaders are responsible to build trust. The study highlighted pursuing the idealised influence, individual consideration, intellectual stimulation, and inspirational motivation are some of the key characteristics of leaders that are necessary to create trust in employees for leaders and are recognised as an element of effective leadership. The study also found that providing timely and efficient feedback to employees is also an important strategy to ensure trust between employees and leaders.

Methodology

The research aimed to examine the importance of trust in the effectiveness of leadership, for the attainment of this goal, it was crucial to take the opinion of those who have experienced leadership. Therefore, in this research leaders and managers were considered as the target audience who had an experience of interacting with employees and leading them. The reason for selecting this target audience was their experience and knowledge of the subject. To select leaders and managers, purposive sampling was used so the leaders with knowledge can be reached. The research was based on interpretivism research philosophy and the inductive research approach as it was necessary to include the perspectives of different leaders and managers in the field and the research was not specific to any organisation. For data collection, the researcher used semi-structured interviews as a data gathering technique. The interviews were conducted with 20 leaders of different organisations regardless of the sector and organisational size. Further, thematic analysis was used to analyse the collected data.

Data analysis

The data analysis was done through thematic analysis and themes were based on particular responses of the leader and managers. By analysing the data, a total of five themes were generated that have been discussed in this section and define the distinctive perspectives of in-field leaders and managers.

Thematic analysis

Theme 1: The Power of Effective Leadership in Organisational Success

When the respondents were asked about the importance of effective leadership for organisations, around 5 respondents were clear that it is pivotal for the success of the organisation, as it fosters employee productivity, engagement, and motivation. They commented that effective leaders aspire their employees and empower them in a positive environment. Effective leaders know that a collaborative and supportive environment is crucial for organisational success. Effective leaders create this collaborative organisational culture by fostering open communication, a shared sense of purpose, and trust that in return drives higher levels of employee motivation and engagement that ultimately leads firms to enhanced productivity. Hence, it is said that effective leadership is crucial for organisational success and the attainment of goals.

Manager 9 argued,

"*effective leaders by creating a culture of continuous development and learning, inspire their employees professionally and personally so they contribute to the improved organisational productivity… effective leaders achieve organisational means by setting clear targets for employees, communicating expectations and providing guidance, feedback and recognition for their efforts.* "

Manager 13 claimed,

"*Effective leaders ensure organisational success by aligning the organisational goals with employee objectives…. when employees understand that the achievement of organisational goals will satisfy their interests, they become motivated and engaged.*"

Manager 17 asserted,

"*Effective leaders are crucial for organisational success because they understand the importance of creating positive workplace culture and environment.*"

Theme 2: Trust is a prerequisite for effective leadership

When respondents were asked about the importance of trust in driving effective leadership, managers 1, 5, 6 and 10 stated that trust is a basic prerequisite for effective leadership. Effective leaders support their employees and foster loyalty, but it is not possible without trust. Effective leaders are open to communication, cooperation and collaboration and trusted leaders enable these factors easily. Leaders for being effective make efforts to gain the trust of their employees. When employees trust their leaders they are more receptive to accepting their guidance, decision making and directions. Trust enables leaders to put a sense of psychological safety in employees without negative repercussions and fear of judgement. Trust is a relationship between followers and leaders which is reciprocal. Only employees trusting their leaders is not enough, it is also necessary that leaders also trust their employees because it helps leaders to empower them and share their responsibilities with employees leading firms towards enhanced productivity.

Manager 3 commented,

"*Effective leaders are known for the culture of creativity and support, employees trusting their leaders give their best to achieve organisational goals.*"

Manager 7 entailed,

"*Trust is critical to leaders for effective team building, it allows =s managers to build a more creative, collaborative and cooperative environment in which learning and knowledge sharing are keys.*"

Manager 11 stated,

"*Trust enables leaders to create an environment of integrity, transparency, and authenticity. Trust enhances the effectiveness of leaders, as it allows them to empower their employees, making them feel safe, encouraging them to take a risk and supporting them in unleashing their full potential.*"

Theme 3: Trust factors contributing to effective leadership

When employees were asked to answer questions that what trust factors they think contribute mostly towards effective leadership, two managers such as managers 4 and 20 reflected on similar things. The managers commented that open communication is a key trust factor that contributes significantly towards generating effective leadership. When there is transparency in communication between leaders and their team members, they provide feedback to their employees, share information and actively listen to their employees, it helps generate trust while fostering a culture of collaboration and transparency. Further, the managers supported that understanding and empathy are core factors of trust that contribute to effective leadership. When leaders are empathetic towards their employees and take time to understand their needs, challenges and distinctive perspective, it helps to generate a trusting relationship, which is a key to effective leadership. Transparency and collaborative elements of trust increase employee loyalty and engagement which represent how effective leaders are.

Manager 8 highlighted,

"Consistency, competence and integrity are the trust factors contributing to the effectiveness of leaders…. consistent leaders make ethical decisions and their competency skills allow them to support employees and support them taking the most out of them in terms of productivity."

Manager 13 claimed,

"Accountability is a key rust factor that contributes significantly to leadership effectiveness as by keeping themselves accountable. Leaders by keeping themselves accountable for their actions and decisions set positive examples for their followers."

Managers 15 and 17 highlighted that leaders by acknowledging their mistakes and taking responsibility for their actions build credibility and trust between their employees for themselves and by doing this they demonstrate their commitment to improvement and growth. Keeping oneself accountable is not the only trust factor that enhances effectiveness in leadership, but empowering employees is also a trust factor that enhances the effectiveness of leaders as empowering employee's shows that leaders trust their employees that promote innovation, creativity and commitment which are the core factors of leadership effectiveness.

Theme 4: Trust is challenging to build

Manager 17 shared his experience and stated,

"Due to time, action and consistency required to build trust, it is a complex a challenging process."

Managers 19 and 20 commented that organisation is a series of actions and in past when leaders have hurt the trust of employees gaining it again become a challenging process for leaders as overcoming the actions that eroded employee trust and ensuring activities that help rebuild relationships is a challenge for leaders. Building relationships demand leaders to show their true selves, remain open to feedback, authentic, but it is not that much simple as it sounds.

Manager 12 commented,

"Lack of communication and leaders' consistency is the factors that contribute to the ineffectiveness of leaders. For building good relationships with employees and developing trust, honest communication is necessary and it is sometimes a challenge for leaders."

Managers 14 found that trust is perceived differently by different people and meeting the diversified expectations of trust is a challenge for leaders. Even trust-building requires effort and time and it is challenging for leaders to give proper time and effort to employees to build trust because leaders have multiple other responsibilities and it is challenging for leaders to manage a balance between other responsibilities and activities for building trust.

Theme 5: Strategies to build trust within organisations

Managers 6 and 10 highlighted that for building trust, one of the best strategies that leaders can use include leading by example. When leaders show trustworthiness and show transparency and respect for everyone, they set a positive time for employees and this behaviour helps create trust in employees for their leaders. The managers communicated that for building trust in employees and enhancing the effectiveness of leadership, it is vital for leaders to encourage open communication. Encouraging an open line of communication and listening actively to employees and taking their feedback and listening to their concerns are some of the key strategies that leaders can use to enhance the trust of employees in them. Further, to build trust and boost the effectiveness of employees, it is mandatory for leaders that they value the voices of their employees. For trust creation, leaders must show commitment and tar all employees with respect and fairly.

Manager 1 stated,

"Leaders to build trust and enhance their effectiveness which is reflective in organisational performance provide development and growth to their employees…. leaders by investing their training and development of employees show their genuine care to their employees which create trust among employees"

Manager 2 commented,

"Collaboration and inclusion are some of the key strategies used to build trust in employees for their leaders. Leaders can involve the employee in the decision-making process to create an environment of trust and enhance their effectiveness"

Manager 11 commented,

"Fostering a sense of ownership in employees and valuing their different perspectives are key to creating trust between employees and leaders."

On the contrary, Manager 14 asserted,

"Information sharing and transparency play a critical role in developing trust. creating trust in employees by providing them timely information to employees relevant to the organisational goal, changes and strategies is a way to enhance not only trust but effectiveness as well." this means transparency support employees in understanding the directions."

Distinctively, Manager 18 commented,

"*Leaders to build trust need to show consistency within companies. There should be consistency on the behaviours decision-making processes and actions of leaders… consistency is valuable for establishing reliability and predictability leading employees to trust their leaders.*"

Discussion

The study outcomes unveiled that effective leadership is pivotal for organizational success and this effectiveness is dependent on employee trust. Hence, leaders must seek to develop employees' trust. Effective leaders are necessary for organisations because they contribute significantly towards organizational performance in terms of productivity and profitability by engaging employees and keeping them motivated. Effective leaders create a collaborative culture within organizations that ensure organizational success by ensuring knowledge and information sharing. In this way, employees tend to overcome the weaknesses of each other and align their efforts to achieve organizational goals. These outcomes are supported by Sahoo and Sahoo (2019), as the authors stated that leaders who encourage open communication from their staff are better able to understand their employees, foster positive working relationships with them, and make data-driven decisions that benefit the organization as a whole (Sahoo & Sahoo, 2019). Further, Li, Gupta, Loon, and Casimir (2016) backed the findings by commenting that cooperation is one of the main tactics that significantly contribute to the generation of trust between leaders and employees, emphasizing the significance of cooperation for organizational and leadership success. When employees have faith in their superiors, they are more likely to prioritize the company's objectives over their own, which is a key to organizational success.

Effective leaders are crucial for the development of an organizational culture which is based on continuous learning and development. When employees are aware of the exchange relationship that they will gain something in return for achieving organizational goals then they tend to give their best to achieve organizational objectives. These findings are supported by Sharma, Agarwal, and Khandelwal (2019) who said that effective leadership is characterized by retaining employees and fostering a positive company culture. These researchers discovered that leaders whose subordinates respect and trust them are more likely to succeed in these endeavors. Issah (2018) supported the findings by stating that credible leaders encourage collaboration in problem-solving and foster an environment of mutual respect and tolerance for differences. In this situation, the ability to manage problems by fostering trust is essential to effective leadership, and sending the message effective leadership is a crucial element for organizational success.

It is found that trust is a necessary condition for effective leadership. Leaders who inspire team loyalty, recognize that trust is crucial to their success. Respected leaders are receptive to feedback and encourage project collaboration among their teams. To achieve success, leaders must acquire their adherents' trust. When employees have confidence in their managers, they are more likely to heed their counsel. With trust, managers can make their teams feel safe enough to express their opinions without fear of being punished or harshly judged. There is mutual trust between followers and leaders. Employees must have faith in their leaders, but leaders must also have faith in their employees to increase collaboration and productivity within their organizations.

It is realized that effective leaders foster a culture of innovation and support that results in employees doing their best to achieve organizational objectives. Trust is essential for effective team building; it enables managers to create a more creative, collaborative, and cooperative environment in which learning and knowledge sharing are essential. Trust enables leaders to establish an honest and transparent culture. Leaders who engender trust in their teams are more effective because it enables them to make their employees feel secure, encourage risk-taking, and support them in reaching their maximum potential. The research outcomes that by creating trust, leaders enhance their effectiveness because it helps them create a culture of innovation is supported by Dedahanov and Bozorov and Sung (2019). The authors support this by saying that leaders have confidence in their organizations and support the decisions of their employees. When leaders delegate more responsibility to their subordinates, it boosts morale and encourages employees to think outside the box. The effectiveness of leadership is demonstrated when followers embrace responsibility for their work, which enhances productivity and morale.

The research outcomes unveiled that trust is a critical factor to support effective leadership. employees who have trust in their leaders tend to obey their orders and work for the benefit of the organisation, their compliance with orders, satisfaction and motivation to follow the instructions is a measures of leadership effectiveness. These research outcomes are also supported by Wickramasinghe and Widyaratne (2012), as they acknowledged the significance of trust in nurturing a productive workplace environment. According to the authors, trust encourages employees to participate in team initiatives, thereby enhancing their individual and collective prospects of success. Further, the findings are supported by Hasel (2013) as they believe that distributing rewards appropriately is one of the most essential methods to earn people's trust as a leader. It has been demonstrated that trust, which is fostered by effective leadership, is a prerequisite for employees' initiative, creativity, risk-taking, and community service. Moreover, Kalshoven and Den Hartog (2009) supported the outcomes by stating that, leaders who are ethical and skilled at fostering trust among employees are more effective because they steer individuals toward acquiring organizational resources by sharing authority, disseminating incentives equitably, and maintaining transparency. Hence, it can be said that trust is a prerequisite for leadership effectiveness.

The study found that some of the trust factors that contribute immensely to leadership effectiveness by motivating employees to comply with their leaders include open communication, feedback delivery to employees, and generating trusting relationships. Open communication is a key trust factor influencing leadership effectiveness is an outcome supported by (Sahoo & Sahoo, 2019), as the authors stated that effective leaders are those that successfully handle their employees' difficulties, and open communication from employees is essential for acquiring useful insights about people to resolve their issues and employees only share their concerns when they trust their leaders. Feedback delivery is key to trust is supported by Maduka et al. (2018), who commented that feedback to employee just not create trust, but enhances the effectiveness of leaders as well. Building relationships with employees is a trust strategy is an outcome supported by (Kalshoven and Den Hartog, 2009). The outcomes disclosed that consistency, competence, and integrity of leaders are also some of the key trust factors that positively influence leadership effectiveness. Even, the leadership trait of keeping his-self accountable also contributes to the leadership effectiveness. Maduka et al. (2018) supported these outcomes by stating that trust is a reflection of leaders' competence. The research

outcomes unveiled that leaders taking responsibility for their actions and accepting their mistakes tend to create trust among employees that lead them towards effectiveness.

The research outcomes disclosed that some of the key challenges that leaders face in building trust in employees for themselves include creating an environment of open communication and coordination. It is difficult or leaders to manage time and communicate with their employees to listen to their concerns. The research outcomes unveiled some of the strategies that should be developed to gain trust and improve the effectiveness of leaders and these strategies include leading by example, showing transparency within the processes, respecting everyone, and open line of communication. Transparency within the processes is supported by (Kalshoven and Den Hartog, 2009) while respect is supported by (Whittington, 2017), as a practice to gain trust. Further, it is found that listening actively to employees and providing them with opportunities for development and growth to their employees are also the best practices to enhance trust and leadership effectiveness. Collaboration and inclusion, fostering a sense of ownership, information sharing and consistency are also the key practices to fostering trust in employees leading leaders towards the effectiveness of their leadership. The sense of ownership is supported by (Thornton, 2021).

Conclusion

The research outcomes concluded that trust is an important factor in enhancing leadership effectiveness. Therefore, it is pivotal that leaders enhance their effectiveness and focus on trust-building in employees for themselves. Employees trust their leaders to complete their delegated tasks efficiently and comply with their instructions. Some of the best practices that leaders can use for fostering trust in employees include open communication, creating an environment of collaboration, maintaining transparency in processes, fostering a sense of ownership, listening to employees and providing them feedback while respecting them all. Though leaders face challenges in building good relationships with employees and creating good practices, the major reason for this is their enhanced responsibilities. It is found that leaders with empathy and taking responsibility for their actions are effective in practising their leadership.

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