

Inclusive Leadership, Employee Trust and Happiness at Work among Bank Employees in Plateau State

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Abstract— The happiness index factors which consider working conditions, well-being, purchasing power of employees, corruption, national peace and security among others showed that they are very poor in developing countries like Nigeria. In that regard, this study attempted to contribute to workplace happiness by employing the concepts of inclusive leadership and employee trust. Four objectives were stated and the study espoused the quantitative investigation method on a sample of 304 banks' staff in Plateau State, and SPSS version 26 was utilized for data analysis. Results revealed that inclusive leadership has both positive and significant relationship with happiness at work and employee trust. More so, employee trust was positively and significantly related with workplace happiness, and equally mediated the linkage between inclusive leadership and workplace happiness. Conclusions were made that, the board of directors, managing directors, branch managers and other managerial staff of banks should intensify their leadership policy on inclusiveness where all categories of employee will have equal relevance in contributing to the success of the organization. This can be achieved through absolute openness, accessibility, transparency and accountability, and not practices of nepotism to develop organizational confidence processes. Similar studies with longitudinal research design across other contexts and settings are highly encouraged as future scope.

Keywords— Inclusive Leadership, Employee Trust, Happiness at Work

I. INTRODUCTION

Workplace happiness is an important component of organizational effectiveness [1]. Happiness in the workplace makes employees extremely excited in doing their jobs, and this can be seen in positive emotions, strategic thinking, innovativeness, productive behavior, organizational citizenship, affective commitment, milestone accomplishment, cordial relationship, etcetera. The modern workplace all over the world is investing hugely to achieve happiness at work with high stimulus for researchers to unlock the secret of a happy workforce. Most researches have consistently discovered that a happy workforce can escalate productivity and achievement [2],[3]. This is more evident in the developed nations where workplace happiness index is far beyond what is obtainable in developing countries [4]. Certain workplace conditions may be responsible for employees' low happiness index especially in the banking sector of most developing countries. Moreover, recent trend of the negative impact of the world ravaging COVID-19 in 2020 led to massive retrenchment of about 2,929 bank staff in Nigeria, similar to that of the recapitalization era of 2004, and this may affect employee happiness [5]. Thus, the problem associated with lack of happiness can result in poor productivity and even customer dissatisfaction which may truncate the pivotal contribution of banks to economic growth of the state.

In preventing such situation, international labor organization, human rights organizations, government and the sector stakeholders at all times have tried to strengthen happiness at work by advocating for adequate remuneration packages, pay rise (also minimum wage), rightful promotion of staff, employee recognition/reward, and favorable working conditions. Others include stimulus support to avoid massive retrenchment of staff (e.g to cushion the effect of recession and/or Covid-19), work-life balance/flexibility scheme, job satisfaction, laws to end casualization of workers, mandatory pension package for employees, and even an end to sexual exploitation of female employee [6]. In addition, organizational programs have equally been put in place to alleviate burnout and mental health situations targeted at improving employee happiness [7],[8]. Some of these efforts have been successful, but the symptoms of happiness at work still exist as clearly confirmed by the World Happiness Index of 2020. This is the reason that the concepts of inclusive leadership and employee trust have been employed to also contribute to the efficacy of happiness at work.

Inclusive leadership is a contemporary management practices that attempt to carry every member of an organization along. It was postulated that inclusiveness fosters the emotional security amongst workplace employees [9]. As scholars acknowledged the positive impacts of inclusive leadership across boards, nevertheless the recognition and promotion of inclusive leadership at

work is capable of enhancing workforce vigor to handle the complex environmental demands [10],[11]. Logically, when people are part of the workplace leadership process, they tend to take responsibility for their actions, and in the case of successes, their happiness for achievement is often reverberated in establishing a collectively fair and equitable workplace. Inclusive leadership as leading to self-leadership is rooted in remote management, trust and faith, delegation, motivation, and resonant control [12]. It means here that inclusive leadership has a way of creating systemic and inter-personal trust for workplace happiness. Employee or organizational trust in this study refers to the conviction that everyone in the workplace is sincere and doing the right thing in terms of responsibility, competence, relationship and reward, and a further belief in the fairness of the organizational system. Studies have revealed the importance of trust in organizations to include job performance, job satisfaction, teamwork, innovativeness, productivity and organization's corporate reputation [13]. In the interest of trust, organizations provide a fair platform for people to access their goals in order to develop positive work relationships, stay motivated, happy and productive. In line with this, trust can increase employee happiness and organizational commitment [14]. When people are entrusted with anything, both the trustor and the trustee tend to prevent risks from arising out of such obligation, and this may increase the propensity of a happy relationship.

Going further, the objective of this current study is to use trust as a mediator to sustain the consistency in findings (positive and significant relationship) established by prior studies between inclusive leadership and workplace happiness [9],[15],[16],[17],[18],[19],[20]. In employing mediation, theories (leader-member exchange and self-determination) are relied upon to examine the effect of employee trust in the existing relationship. The motivation for this is first of all respond to calls by scholars who advocated for the extension of inclusive leadership and well-being/happiness research among employees [15],[21]. Also, same study is lacking in the banking sector of Plateau State-Nigeria, and it is believed that its outcome will mitigate existing problems of workplace unhappiness in due time. As such, ensuing hypotheses will be tested.

H1: Inclusive leadership and happiness at work are significantly related among bank employees in Plateau State.

H2: Inclusive leadership and employee trust are significantly related among bank employees in Plateau State.

H3: Employee trust and workplace happiness are significantly related among bank employees in Plateau State.

H4: Employee trust mediates the linkage between inclusive leadership and happiness at work among bank employees in Plateau State.

In a bid to reach the conclusive end of testing these hypotheses, this study is broken down into five sections: one for introduction; two for related work with the review

of relationships between inclusive leadership, employee workplace happiness, and theories; three discusses the methodology; four for results presenting respondents' profile, relationships and mediation testing as well as discussion results; while five concludes and suggests future scope for the study.

II. RELATED WORK

The review of literature is carried out by examining previous studies based on the pairing of relationships between the variables under investigation. This will help to identify related prior works in the form of title, problem statement, objectives and other useful findings that can deepen the understanding of this research phenomenon.

Inclusive Leadership and Happiness at Work

A work in China's banking sector between traits of inclusive leadership and employee well-being used the multiple linear regression model to establish significant effect based on leadership proxies of staff development, value acknowledgment, respect, and equal treatment [15]. Relating staff well-being with happiness is for the reason that they are inseparable concepts together with employee satisfaction [22]. Inclusive leadership seems to provide an avenue for self or autonomous control, and people are usually satisfied when they participate in leadership decision [23]. Nguyen utilized the Structural Equation Modeling to establish a significant link between inclusive leadership and well-being of staff, through examining innovative behavior among interior design and construction staff [16]. It was also found that happiness can emanate from belongingness, through to team respect and appreciation of the diversity of individual differences. The feeling of being part of an organizational process can ignite happiness at work, and drive individuals to become active team players. A study in North America by Kristyn, S. also revealed that the more diverse and inclusive an organization is, the happier, more productive, and loyal employees tend to be.

Furthermore, inclusive leadership was also found to be significant with workplace happiness [17]. A study equally directly and significantly linked leadership inclusiveness and workplace happiness [18]. It was maintained that employees' happiness at work was a manifestation of the inclusive leadership practices, exhibited in the form of organizational citizenship behavior. More so, inclusive leadership and employee's happiness were positively and significantly related in an extensive analysis on international non-governmental organizations (INGO) of Pakistan [19]. In the same vein, another study also revealed that inclusive leadership is significantly and positively related to employee happiness, with the conclusion that direct supervisors are critically responsible for employee happiness [20]. The effect of inclusive leadership support on workplace happiness has equally been examined based on engagement, career satisfaction and subjective welfare [21]. They maintained that staff who were vastly engaged at the workplace were pleased with the job conditions as a

result of greater perceived leadership inclusiveness. On this premise, happiness can be enhanced both in work and personal lives through improved leadership support in organizations.

Inclusive Leadership and Employee Trust

A study that found significant link between inclusive leadership and trust resulted in positive work attitudinal change and organizational mutual trust [24]. These activities were seen to enhance the eagerness of staff to engage in open communication for teamwork or synergy and development of collaboration culture. This finding implies that when employees are included in the affairs of an organization, the level of trust between leaders and employee is enhanced, and also among employees. Furthermore, another study on supervisors (leaders/manager) and staff trust used good moral standards, integrity and honesty of trustworthy leaders to develop positive mentality and behaviors of the subordinates [25]. The study further identified that when subordinates perceive their supervisors (leaders) as possessing a quality of inclusiveness, it in turn, creates an environment of trust and dependability. Thus, employee trust was found to be inextricably linked with leadership.

Employee Trust and Happiness at Work

A study has indicated that employees can develop psychological satisfaction from the nature of leadership provided by an organization [26]. Trusting employees believe their organizations can help them achieve both work and personal goals, thus, making happiness to become their motivation for productive work. In other words, when workers build trust with their manager as a means of happiness at work, employers' trust on their employees will likely enhance happiness in their job which in turn influences productivity. Furthermore, employee trust was positively related with workplace happiness through monetary achievement, job efficiency and quality of productivity [27]. Employee trust is important for workplace happiness especially when trust is influenced by job- and work-related elements [27]. In support of this discourse, researchers from Said Business School, University of Oxford found that when workers are happier, they work faster, more productive in any shortest possible time. More so, some studies equally found organizational trust to increase employee happiness and organizational commitment [14],[28]. Based on the aforementioned discussion, trust is capable of building employee happiness in the workplace as a unifying component.

Employee Trust as a Mediator

The basic requirements for including a mediating variable in this study is because of the consistent finding linking inclusive leadership with happiness at work as seen from the empirical review [29],[30]. Thus, there is the need to investigate the reasons (how and why) inclusive leadership can be predicting happiness at work. In this study, employee trust is regarded as a mechanism that intervenes in this relationship. Mediating role is an explanatory function in-between an established relationship. For

employee trust to mediate between inclusive leadership and happiness at work is another way of saying trust could be the best mechanism to explain how the other two variables behave. Additionally, organizations' ability to success was found to depend on the adhesive trust element that cements leaders-followers relationship [31]. A similar study has shown that trust has a full mediation effect between transformational leadership, staff happiness and well-being, proxy of optimism and vigor [32]. The major difference between this research and current study is in the use of inclusive leadership instead of transformational leadership. In this case, the use of theories to explain the relationships of the research variables is paramount.

Leader-Member Exchange (LMX) Theory

The "LMX theory" assumed that all relationships between managers and subordinates should revolve around job-taking, job-making and job-routinization [33]. In this case, the LMX perceives that employee is divided into two different groups (leaders and followers or superior and subordinate) where one group of employees is very close and represents the organization than the other [34]. Further, team members who perform excellently well are known as in-group and are invaluable to organizational activities, while the other poorly performed employees are known as out-group and not very closed to their leaders [34]. Once leaders are able to classify team members as in-group or out-group, they consciously or subconsciously relate with them in a manner that would affect their growth and happiness in the banks. These groups seriously determine layoffs in banks and LMX further elucidates that the extent of rapport between leaders and followers may perhaps depends on employee trust [35],[36]. Trust can be likened to the nucleus of the LMX theory.

In real life situation, this theory believes that relationship between leaders and followers is determined by the level of trust on job competence. Once a relationship attains a level of trust, the leader in turn would delegate responsibility among employees, involve employees in decision making for the interest of the organization. The employees would therefore, have access to the resources of the organization through the leader, which would enhance their performance. This theory is rooted in the belief that, high currencies of trust between managers and followers as a result of inclusive leadership style explains better why employees are happy at work. Therefore, LMX fits into this study as an underpinning theory because it is able to explain how inclusive leadership leads to employee trust, and opportunities granted to In-Group and Out-Group employees which may affect their growth and happiness at work.

Self-Determination Theory (SDT)

The theory of self-determination has three basic component assumptions: competence, autonomy and relatedness [37]. Based on the assumptions, competence requires inclusive leaders to acknowledge and respect the skills and task assignment of followers who prove worthy of professionalism, as well as belief in their efficacies to

perform subsequent duties correctly. Competence alerts every one of the needs to be effective in discharging work responsibilities, and once this is established, it is expected that people would offer meaningful positive feedback to enhance motivation for work. Moreover, with SDT's autonomy tenet, employees are supposed to be entrusted with responsibility and with commensurate authority to perform them. This is because everyone has the need to feel free and be self-directed, and the trust on job competence is paramount in achieving this requirement [38]. Trust is effective when it is a reciprocal process (i.e., trust that an employee can perform a particular task, and the employee does so), or holistic trust in employee and trust in the organization. The assumption of relatedness requires organizational actors to understand that everyone desires to connect freely with preferred people or team as essential part of their wellbeing or happiness. The impact may be massive when individuals are treated with warmth and care as they are able to internalize ambience standards and talents.

Self-determination theory postulates that for workplace happiness to exist, work relationship has to meet three basic psychological needs; "for competence, autonomy and relatedness" [23]. In addition, the theory considers the concept of vitality as the available energy or psychological stamina at one's disposal necessary to the achievement of a prevalent event. In other words, the self-determination theory supports this projected relationship by directing their vitality towards employee effectiveness (competence), self-directed need (autonomy), and keeping mutual relationships (relatedness). In line with the theory of self-determination, this study assumes that once leadership inclusiveness is able fulfil the needs for competence, autonomy and relatedness, it will be able to win employee trust that motivates happiness at work. In this case, SDT fits into this study as a supporting theory because it is able to explain how organizations develop trust-related responsibilities and the environment that inculcate the feeling of happiness among employees.

III. METHODOLOGY

Methodology is the organized and comprehensive approach to be used in finding solutions to the research problems. This study followed the positivist philosophy to investigate the relationships between inclusive leadership, trust and happiness experiences of employees. This study population consisted of 1,474 staff from which a sample of 304 respondents was selected from using the Krejcie and Morgan's sample size selection model. Moreover, the stratified sampling technique was applied on 20 banks from which the participants were selected in Jos Metropolis. Based on the research design, responses were rated on a 5-point Likert scale as commonly utilized in research that employs questionnaires. Likert scale is a nominal respond rating in which responses are scored along a range. Therefore, a scale of 1-5 for this study represents strongly disagree to strongly agree respectively. The measurement of workplace happiness was with a 9-

item scale modified from Happiness at Work Scale -Short Version (SHAW) based on accessibility, availability, openness, and absorption parameters [18]. Employee trust was adapted from a 7-item and 4-item scales which were developed and validated [39],[40].

The instruments were based on integrity, predictability, and benevolence, meant to accommodate the responses of managers, supervisors and their subordinates. On the other hand, inclusive leadership was adapted from a 6-item scale from [16]. The questionnaire has 26 items and was subjected to validity test using the bivariate correlation statistics. All the 26 items of the questionnaire were retained having good and significant correlation values. On the other hand, reliability was examined "to measure the internal consistency of the instrument" in order to ensure it is free from error [41,42]. The test was carried out with Cronbach's Alpha as exhibited in table 1.

Table 1: Reliability Results

Variables	N	No. of Items	Cronbach' Alpha
Happiness at Work	30	9	0.921
Employee Trust	30	11	0.910
Inclusive Leadership	30	6	0.889

Pilot Survey Result (2021)

The results are all above 0.6, ranging from 0.889 to 0.921. These values are good enough to guarantee consistency of the measure. High reliability value implies that the instrument used to measure a particular incidence will certainly produce similar results at another different points in time, whenever applied under the same conditions. Furthermore, the simple and multiple regressions models from the SPSS version 26 were used to analyze the data, having ensure necessary conditions are met [43].

IV. RESULTS AND DISCUSSION

Results of Respondents' Characteristics

The outcomes of data collection are presented in relevant headings with the aid of tables, followed by their explanations. The respondents' profiles are reported in table 2.

Table 2: Sample Characteristics of Respondents

Items	Frequency	Per cent
Sex: Male	153	52.9
Female	136	47.1
Total	289	100
Age Range: 18-30 years	71	24.5
31-43 years	106	36.7
44-57 years	64	22.3
58 years above	48	16.5
Total	298	100
Position: Manager	32	11.2
Supervisor	108	37.2
Cashier	123	42.6
Others	26	9.0
Total	298	100

Source: Field Survey Result, (2021)

Table 2 shows the demographic features of the respondents to this study. Sex of respondents has 153 (52.9%) for male and 136 (47.1%) for female. The age of the respondents also ranges from 18-58 years and above. The result indicates that the most populous age range of respondents were between 31-43 years old, which stands at 36.7%. These respondents occupy different positions in their respective banks. Thus, those identifying as staff cashiers responded the most (42.6%), a little higher than supervisor who made up 37.2%. These distributions, including others (marketers, customer service, security and messengers) suggest an appropriate set of responses as the participants were drawn from both genders, responsible age range and they occupy vital positions in the organizations. The characteristics of these respondents are suitable for answering the inclusive leadership, trust and happiness related issues.

Results of Test of Relationships

The test of hypotheses is basically the examination of significance in a bid to ascertain whether propositions can be accepted or not accepted. In other words, hypothesis testing helps to prove whether data is statistically significant or whether outcomes are merely a result of chance occurrence.

Table 3: Regression Results on Direct Paths

Hypothetical Relationships	Beta	T	Sig.	Decision
1. HaW ← IL	0.511	8.110	0.000	Significant
2. ET ← IL	0.524	8.384	0.000	Significant
3. HaW ← ET	0.520	8.313	0.000	Significant

Note: HaW is Happiness at Work; ET is Employee Trust; IL is Inclusive Leadership

Source: Field Survey Result (2021)

Table 3 summarizes the regression results for testing of direct relationship in a simple regression model. Hypothetical relationship one results revealed that inclusive leadership and happiness at work are positively and significantly related ($\beta=0.511$, $t=8.110$, $p=0.000<0.05$). Hypothetical relationship two investigated the influence of inclusive leadership on happiness at work. The result reveals positively significant influence ($\beta=0.524$, $t=8.384$, $p=0.000<0.05$) as well. Hypothetical relationship three examined the influence of employee trust positive on happiness at work. The beta value of 0.520 is positive (supported by a positive t-value of 8.313, and the influence is significant because the probability value of 0.000 is greater than the error level of 0.05 at two-tailed test.

Results of Mediation Test

A mediator is a variable that helps to logically explain how and why the independent variable relates with the dependent variable. Testing for mediation effect is an attempt to identify the transitional process that leads from the inclusive leadership to workplace happiness. This mediation investigation takes the four-step approaches of Baron and Kenny which suggested that several simple regressions be performed and if the coefficients are

significant at every step, then the multiple regression analysis can be done (see table 3) [29].

Table 4: Regression Results on Indirect Paths

Hypothetical Relationships	Beta	T	Sig.	Decision
ET ← IL	0.435	6.231	0.000	Significant
4. HaW ← ET ← IL	0.320	4.573	0.000	Significant

Source: Field Survey Result (2021)

Hypothetical relationship four investigated the mediation influence of employee trust between inclusive leadership and workplace happiness. Consequently, from table 3, the first three mediation conditions for mediation have been met because the direct relationships 1 to 3 are significant ($p, 0.000 < 0.05$). As such, there is the need at this point to assess the multiple regressions results in order to evaluate the indirect relationship (see relationship 4, table 4). The second condition states that mediation seems to exist in the relationship whenever the beta value of a direct relationship shrinks as the mediator is introduced. In this study, the beta value directly linking inclusive leadership with workplace happiness was 0.511 (table 3). After introducing the mediator (employee trust), the value reduced to 0.320 (table 4), confirming that mediation exists in the relationship. Further, to ensure that the existence of mediation is authentic, the PROCESS mediation or SOBEL is conducted as recommended by scholars [44],[45]. The PROCESS Macro mediation test is conducted to further substantiate this mediation result. The PROCESS Macro provides more recent examination of the mediation analysis and its result is to be accepted as having more valid outcome [46]. The results of the PROCESS mediation approach are summarized in table 5.

Table 5: Process Mediation Results

Indirect Relationship	Effect Size	Std Error	LLCI	ULCI	P-Value	Decision
HaW ← ET ← IL	0.2024	0.0518	0.0946	0.2988	0.0000	Significant

Source: Field Survey Result, (2021)

The result of table 5 reveals an indirect effect size of 0.2024 with significant p-value of 0.0000. Since there is no in-between the "lower limit and upper limit of the confidence intervals (LLCI & ULCI)", this is an established parameter that mediation has occurred in the relationship [47]. In addition, the type of mediation that exists is known as partial mediation because the direct relationship was significant and after the introduction of the mediator, the relationship still remained significant. Therefore, employee trust partially mediates inclusive leadership and happiness of bank staff in Plateau State.

Discussion on Inclusive Leadership and Happiness at Work

This study has established that inclusive leadership positively and significantly influences happiness of bank employees in Plateau State. This therefore implies that when bank managers pay considerable attention to new opportunities to improve work process and give everyone equal platform, the employees will feel strong, vigorous

and enthusiastic about their work. This finding is basically consistent with the findings by [15],[16],[17],[18],[19]. This therefore collaborates with Leader-member exchange and self-determination theories which assume that good quality dyadic relationship anchored on needs for competence, autonomy and relatedness, produces happiness for everyone in the workplace [23]. Inclusive leadership and happiness manifest in well-being, engagement and equity. Reference [48] observed that inclusive leadership practices are regarded a win-win shared vision between leaders and subordinates through exemplary practices. Leadership inclusiveness in banks enhances corporate synergy, and enables others to function effectively. Leaders with inclusive orientation consider the needs of followers, organization, and before self, to enhance excellent performance of staff in line with exemplary leadership practices [49],[50],[51]. When banks use the inclusive leadership model, the evidence is seen in the autonomy of subordinates, fairness in treatment and cultural mix of staff.

Discussion on Inclusive Leadership and Employee Trust

This study has found that inclusive leadership positively and significantly influences trust of bank employees in Plateau State. This therefore suggests that when bank managers are accessible and include employees in the affairs of an organization, there will be high level of trust throughout the organization. This result is in conformity with that of previous studies, as they discovered that leadership behaviors were able to change employee work attitudes, and increase trust in the organization [24],[25]. This also conforms with the tenet of LMX theory that the currency of exchange between leaders' work achievement expectation and subordinates' needs for social relationship leads to effective trust. Inclusivity in leadership is perceived as the process of carrying everyone along and providing equal platform for both career and personal progression on trust. Leadership style and individual determinable efforts are key to trust building. However, trust building can be battered once breached or abused, especially in banks where money is a powerful determinant of relationship structure. This finding is suggestive of the importance of inclusive leadership in the banking sector as a means to promoting trust on account of openness, accessibility, availability of leaders to all, transparency and accountability, but not in the nepotism's notion [52].

Discussion on Employee Trust and Happiness at Work

This work has demonstrated a positive and significant influence between employee trust and happiness of bank employees in Plateau State. This means that as employees are given fair treatment and honest explanations of certain actions by their leaders, they develop strong satisfaction for organizational commitment. Fair treatment and honest relationship foster organizational trust in the banking sector. The banking system is more or less structured on a trust relationship starting from its original fiduciary role of keeping people's valuables on trust. Trust increases employee happiness and organizational commitment, and it

is regarded as a significant component of organizational interventions for building happy workplace. Employee trust has been seen as the reason for employees to be motivated, productive and happy. Few available studies have indicated consistent findings with the trust and well-being/happiness relationship [26],[14],[27],[28]. However, efforts at maintaining trust for workplace happiness need to take cognizance of the negative consequences of trust which include taking of undue advantage, monumental work error, organizational conflict, and transparency issues.

Discussion on Trust as the Mediator

This research also established that employee trust partially mediates inclusive leadership and workplace happiness. This suggests that inclusive leadership can still enhance workplace happiness even without trust, however, when banks managers carry everybody along, they tend to enshrine and saturate organizational trust in the system. It assumes that trust (both inter-personal and organizational) could be the easiest way or effective short-cut to enhancing happiness at work. In other words, it may take too much effort using inclusive leadership to influence happiness at work without trust. This is an indication that the banking environment is highly cordial in terms of leader-member relationship. In this case, when people are entrusted with certain responsibilities, leadership enjoys the peace of inclusiveness and everyone is happy of a collective achievement like successful milestone of meeting incredible cash target.

Based on this result, employee trust is central to the yearly achievement of banks because there is specialization of duty such that bank managers do not work as marketers or cashiers but assign these duties on trust of competence and rewards. Employee trust seems to permeate the entire banking structure because the managing director (MD) is entrusted with the position by the board of directors who believe in the autonomy of performance. Trust element is the glue that cements the relationship between leader and followers, enhancing the ability for organizational success [31]. Trust on job competence is a great mediator between inclusive leadership and happiness in the banking sector because most employees are pleased on meeting certain targets in order not to be classified as Out-Group according to the assumption of LMX. Trust is a favorable organizational concept because it has proven effective in producing positive result across many settings and contexts. The leader-member exchange and self-determination theories are consistent with this finding of the partial mediation of employee trust between inclusive leadership and happiness at work.

V. CONCLUSION AND FUTURE SCOPE

The hypotheses of this study were stated in alternate forms and the results concludes that inclusive leadership has both positive and significant relationship with happiness at work and employee trust. More so, employee trust also has both positive and significant relationship with happiness at

work, and as well, partially mediates inclusive leadership and bank staff happiness. This therefore means the data proved all the hypotheses right and were also supported by previous studies and theories applied. The study implied that bank directors, managers and subordinate employees have to intensify the combined use of inclusive leadership, employee trust and happiness at work. Therefore, the contributions of these findings are important to consolidate on leadership policy of inclusiveness where all categories of employee will have equal relevance in contributing to the success of the organization; through absolute openness, accessibility, transparency and accountability, and not practices of favoritism to develop organizational confidence processes. This will position trust on two pillars of inclusiveness and workplace happiness, and render workplace collaboration better [53]. However, while applying these findings, stakeholders should take note of different context and settings with where this study took place to avoid any contradiction in application. Constraint of cross-sectional design should also be taken note of, as more studies of this nature with longitudinal research design across other contexts and settings are highly encouraged.

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AUTHOR CONTRIBUTION

JZ initiated the topic of this study, collected data and analyzed them, and developed the manuscript. RJD supervised the research, contributed in interpretation of result and edited the work.

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