



GOMAL UNIVERSITY JOURNAL OF RESEARCH



Gomal University, Dera Ismail Khan, Khyber Pakhtunkhwa, Pakistan

ISSN:1019- 8180 (Print)

ISSN: 2708- 1737 (Online)

Website

www.gujr.com.pk

HEC Recognized

Social Sciences

CrossRef

DOI:10.51380

THE HIDDEN DRIVERS OF JOB SATISFACTION: INCLUSIVE VS AUTOCRATIC LEADERSHIP WITH MEDIATING INFLUENCE OF TRUST

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KEYWORDS	ABSTRACT
Inclusive Leadership, Autocratic Leadership, Employees' Job Satisfaction Organizational Trust	This study investigates the impact of inclusive & autocratic leadership styles on employees' job satisfaction in manufacturing organizations, focusing on mediating role of organizational trust. Leadership significantly influences employees' attitudes, motivation, and overall performance, yet the interplay between leadership styles, organizational trust, and job satisfaction remains underexplored in the manufacturing sector. Drawing on leadership and organizational behavior theories, this research examines that how inclusive leadership fosters trust & boosts job satisfaction, while autocratic leadership may undermine trust, negatively affecting satisfaction. A quantitative survey design was employed, collecting data from 300 employees across diverse manufacturing firms. Structural Equation Modeling (SEM) was used to test hypothesized relationships. Results reveal that inclusive leadership positively correlates with job satisfaction, mediated by organizational trust thereby highlighting trust as critical mechanism linking leadership and satisfaction. Conversely, the autocratic leadership exhibits a negative relationship with organizational trust and job satisfaction. Therefore, results are important in highlighting the importance of creating enabling, and inclusive leadership styles to direct the trust as well as ensure better employee outcomes in the manufacturing settings.
Article History Date of Submission: 20-11-2024 Date of Acceptance: 22-12-2024 Date of Publication: 31-12-2024	 2024 Gomal University Journal of Research
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DOI	https://doi.org/10.51380/gujr-40-04-04

INTRODUCTION

Leadership is vital in determining morale and performance of employees within organizations apart from the general work environment (Oh, Kim & Kim, 2023b). The manufacturing sector for instance is known to have very centralized structures and most of the workers are expected to work on specific tasks. Management not only guarantees efficient working but also creates a

good working environment which may boost productivity and employees' health (Brouwers & Paltu, 2020). Several leadership styles have been investigated in organizational literature; but, this paper compares and contrasts between inclusive and autocratic leadership styles that are relevant to the manufacturing industry. These styles present different approaches to handling people, have major consequences on trust, motivation & indeed performance of organizations. This is because the effects of these leadership practices on employees' job satisfaction and the role of organizational trust as a mediator cannot be overlooked if leadership practices in this sector need to be enhanced (Orekoya, 2024). Inclusive leadership can be defined as the modern style of leadership that involves letting in people, being approachable and supportive of the workforce. This style is already examined in different contexts towards various organizational outcome.

Leaders who use this style of leadership appreciate the input of employees, involve workers in the decision-making process and foster team spirit. These leaders therefore create an inclusive culture that leads to trust which is a cornerstone of other healthy interpersonal relations at the workplace (Vakira, Shereni, Ncube & Ndlovu, 2023). Those employees who hold trust in their leaders are likely to be motivated, valued and happy with their work. Inclusive leadership is associated with positive effects like increased employee engagement, increased performance, and decreased turnover. However, it has not been fully discussed how it affects organizational trust and job satisfaction in manufacturing organizations (Vakira et al., 2023). On other hand, the autocratic leadership is a conventional leadership style that is based on decision making, control, minimal employee self-management. Although this approach can guarantee effective and legal solution in work-related environments, it results to adverse effects on employees. Autocratic leadership style involves emphasizing authority and following rules and this could demotivate employees, limit innovation, and decrease trust (Oh et al., 2023b). Workers who work under autocratic leaders are often apathetic and lack appreciation, that leads to low job satisfaction.

The autocratic leadership remains popular in many manufacturing firms, especially owing to the sector's emphasis on use of standard operating procedures. The degree to which autocratic leadership erodes trust and job satisfaction in this context also demands additional research to generate practical knowledge (Emhemad, Solie, Olais & Loang, 2023). Leadership styles and employee outcomes are connected by the mediating factor of organizational trust. Trust is the belief in the honesty, ability and equity of the leaders as the foundation of good organizational relations. This means that when employees have trust in their organization, they work in an environment that is healthy, and they are protected (Aslam, Ashraf, Iqbal & Shabbir, 2024). On the other hand, when there are no trust people become dissatisfied, disinterested, and may act in counterproductive ways thus reducing the employees' level of trust and satisfaction. Within the leadership framework, it is possible that inclusive strategies will increase trust, whereas autocratic strategies will decrease it (Ismail, Kertechian & Blaique, 2023). While trust has been recognized as a critical factor in OB research, its mediating role in the relationship between two leadership styles and job satisfaction has not been well researched especially in manufacturing sector.

This gap can be viewed as a call for research that looks at trust as a mediating variable between leadership and employee satisfaction. Job satisfaction of the employees is one of the significant organizational factors which define the level of employees' contentment at work. The happy employees are more likely to have the higher levels of commitment, higher productivity and organizational citizenship behaviour. On the other hand, job satisfaction reduces absenteeism, turnover & performance levels while dissatisfaction leads to all three (Nanjundeswaraswamy, 2023). Leadership styles are among the most important determinants of job satisfaction because they set atmosphere of interpersonal communication and organizational culture that are vital predictors towards various organizational outcomes. This work posits that by building trust and improving respect, inclusive leadership will positively impact the job satisfaction while autocratic trait will negatively impact it due to its authoritative nature (Wei & Vasudevan, 2022). Still, little is known about the application of these leadership styles and the interaction between the two upon job satisfaction in the manufacturing industry, which poses the special challenges and opportunities for leadership. Nonetheless, the literature on leadership has not yet fully addressed the complex nature of inclusive and autocratic leadership in manufacturing firms.

Most of previous researches are centered on identifying various types of leadership with little emphasis on effectiveness of participative and authoritarian leadership. Furthermore, although organizational trust has been suggested to play an important role in determining the attitudes of the employees, its moderating role between leadership styles and job satisfaction is not fully explored. The manufacturing industry is more so defined by its bureaucratic & stratified nature and therefore makes for an interesting analysis of these issues. The situation is even more acute in manufacturing companies, as practices of their leaders are mostly based on the principles of control. These methods may well guarantee the effective management of organization while at the same time completely disregarding the human factor, thus reducing the employees' level of trust and satisfaction. On the other hand, there is limited application of inclusive leadership, which is defined as the leadership that embraces and encourages employee participation. This gives rise to specific research question on how inclusive leadership can be effectively adopted in order to overcome the weaknesses of autocratic systems. Through analyzing the findings of the relations between these conflicting leadership styles and job satisfaction, this research aims to provide the meaningful recommendations for the leadership training in the manufacturing organizations.

LITERATURE REVIEW

The theoretical basis of present study is derived from Social Exchange Theory (SET) and Self Determination Theory (SDT). Blau (1964) Social Exchange Theory claims that social processes mainly depend on the exchange of the resources which the employees share with the leaders, for instance, trust, respect, or support. Regarding leadership, the social exchange theory argues that inclusive leadership positively influences through the promotion of open communication, accessibility and the recognition of employee contribution that fosters the positive exchanges which increase organizational trust and thus job satisfaction (Wang, Wang, Wei, Yu, Sun, Jiang & Hu, 2022). On the contrary, autocratic leadership, which confines employee's involvement

and autonomy, promotes the negative exchanges which decrease the employee's trust and job satisfaction.

The social exchange theory argues that employees are more likely to be satisfied with their work & consequently more organizationally committed and performant, if they feel that their efforts are repaid with the support and recognition (Aryee et al., 2002). To fill these gaps, more research is needed to gain the better insight into how leadership practices can be improved in order to promote employee engagement and organizational success. Finally, these insights are provided by Self Determination Theory (SDT), on the part that leadership plays in influencing job satisfaction. In SDT, it is intrinsic motivation that is essential: individuals are reported to find more satisfaction if they have their basic psychological needs (autonomy, competence, & relatedness) met (Ryan & Patrick, 2009). Moreover, SDT is congruent with inclusive leadership because it emphasizes autonomous and competent behavior through employees' participation in decision making and results in higher job satisfaction. On other hand, autocratic leadership reverses these psychological needs and reduces motivation and satisfaction (Oh, Kim & Kim, 2023a).

Empirical Studies & Hypothesis Development

Openness, accessibility and participation are all about inclusive leadership and a supportive workplace. Carmeli et al. (2010), say that inclusive leadership leads to employees' engagement through implicit assurance that their voice be heard and valued, and in turn, increases their job satisfaction. Inclusive leadership combats feelings of alienation in manufacturing organization where work tends to be monotonous and hierarchical, by helping people feel like their work contributes to the organization's goals. Inclusive leaders motivate employees more effectively, creating higher motivation, engagement and higher satisfaction amid employees (Nembhard & Edmondson, 2006). Moreover, the inclusion creates psychological safety where employees feel safe to share ideas without being retributed which is vital to creative and satisfied innovation (Choi et al., 2015). Inclusive leadership is particularly relevant in manufacturing environments where team-based tasks predominate, since employees are motivated to cooperate to innovate when their contributions are respected (Randel et al. 2018). Social exchange theory maintains that reciprocal bond between leaders & employees promote trust and satisfaction (Cropanzano & Mitchell, 2005), and is in accordance with concept of inclusion leadership. In general, leaders who value employee input satisfy employees with their intrinsic need for respect & recognition, and this brings a positive work atmosphere and increases the job satisfaction (Ahmed et al., 2020).

H1: Inclusive leadership has significant effect on employees' job satisfaction in manufacturing organizations.

Leadership that is autocratic, meaning the leader has centralized authority and strict control, often makes employees unhappy. These leaders sacrifice employee wellbeing for completion of tasks and inhibit autonomy and creativity (Foels et al., 2000). This leadership style is especially unfortunate in manufacturing sectors where job roles are already structured and repetitive and where there is little or no autonomy, which just adds to dissatisfaction. According to research,

autocratic leader, not open & have not communicated, has non productive work environment with low morale and low engagement in his work (Egwunyenga, 2000). Given employee spirits of being undervalued under autocratic leadership have direct effects on their motivation and satisfaction levels (Hoogh & Den Hartog, 2005). In addition, participative decision making is lacking in the autocratic settings, which disallows among others, innovation and collaboration, resulting in reduced organisational commitment (Frooman et al., 2012). The self-determination theory states that employees perform well when they have been able to experience autonomy, competence and relatedness (Deci & Ryan, 1985) These needs are suppressed by the autocratic leadership, and therefore job satisfaction is lessened. Both the hierarchical and task-oriented nature of manufacturing makes the negative impacts larger, as employees consider their roles mechanical and they lose touch of the possibility for the personal development (Huang et al., 2021).

H2: Autocratic Leadership negatively influences Employees' Job Satisfaction in manufacturing organizations.

Job satisfaction is facilitated by the organizational trust which is currently defined as a belief that the organizational leaders are fair and their action are trustworthy. Healthy workplace relationships are built upon trust and with the help from trust we feel secure and valued (Dirks & Ferrin, 2002). Trust among subordinates and in the team, in manufacturing organizations where teamwork is a key to operations, leads to collaboration with minimum hindrance and subsequently higher satisfaction. According to studies, trusting supports reducing workplace stress and contributing to psychological safety which are important factors of job satisfaction (Mayer et al., 1995). The open communication supports trust; and this in turn leads to greater employee participation & improves their engagement and wellbeing (Tan & Lim, 2009). Also, employees' trust in their leaders is likely to make them follow the organizational goals thereby increasing commitment and satisfaction (Colquitt et al., 2007). Organizational support theory indicates that when employees believe that organization values their contribution and cares about their wellbeing, employees, in turn, are more loyal and satisfied with their organizations (Eisenberger et al. 1986). In manufacturing organizations, which employees frequently count on to guide and support them in task execution, this trust is particularly important (Robinson, 1996).

H3: The Organizational Trust has a significant positive effect upon Employees' Job Satisfaction.

Inclusive leadership and job satisfaction are linked by organizational trust that creates such a sense of security and belongingness. As inclusive leaders, Carmeli et al. (2010) point out, they create transparency and engagement, which in itself fosters trust in the staff. In turn, this trust increases employees' perception of company, workplace, their roles, which makes employees more satisfied. The research shows that trust acts as the mediating factor between leadership behaviors and employee outcomes; by establishing psychological contract between leaders and employees (Zhu et al., 2013). Trust is fostered by inclusive leadership by being fair & humble, and a positive effect on job satisfaction is amplified (Dirks & Ferrin, 2002). When employees trust their leaders they are more motivated and secure hence are prone to be happy with job (Braun et al., 2013). Mediating role of trust takes on even more importance in manufacturing

organizations where trust is essential to achieving collaboration. This translates into tangible improvements in satisfaction, and is only possible because of trust to make benefits of inclusive leadership reach leadership (Ahmed et al., 2020). Thus, trust may undermine effectiveness of inclusive leadership, if the employees doubt about sincerity of leader intention (Colquitt et al., 2007).

H4: Organizational Trust has a significant mediating role between Inclusive Leadership and Employees' Job Satisfaction.

Low levels of organizational trust are outcome of autocratic leadership & mediate its negative impact on job satisfaction. Autocratic leaders have a controlling and directive nature and thus erode trust by giving a signal of not treating their subordinates fair and with respect (Hoogh & Hartog, 2009). The result of that lack of trust is a further decrease in employees' job satisfaction because they don't feel connected, important. The reciprocal nature of trust in the interaction at workplace is explained by social exchange theory. As a result, this reciprocity is undermined by autocratic leadership which may eventually lead to distrust & dissatisfaction (Cropanzano & Mitchell, 2005). At same time, trust mediates the relationship between leadership behaviors and employee perceptions and attitudes (Dirks & Ferrin, 2002). In manufacturing companies where collaboration and team dynamics are something of importance, the lack of trust worsens the negative impact of the autocratic leadership on job satisfaction. Under autocratic leadership employees often see their job as devoid of intrinsic value, as a mere transaction, and this goes further to affect their engagement and satisfaction (Egwunyenga, 2000). Trust is therefore an important explanatory variable between autocratic leadership and employee outcomes that help explain how autocratic leadership reduces poor atmosphere of work place (Tan & Lim, 2009).

H5: Organizational Trust has a significant mediating role between Autocratic Leadership and Employees' Job Satisfaction.

RESEARCH METHODOLOGY

The quantitative research methodology was applied in this study to assess the effect of various leadership styles (inclusive leadership & autocratic leadership) on employees' job satisfaction in manufacturing organizations in Pakistan. The structured research design accepted into practice allowed for the use of a survey that has enabled the secure and systematic collection of data from a large group of participants. Since, study analyzed multiple variables, relationships, and the survey method allowed for data collection from a wide sample of respondents that can produce concrete statistical data, it was the best method for data collection. In addition to being an efficient method of data collection, survey method also helped guarantee the generalization of the study's results to the larger population of manufacturing sector employees. The multiple items adapted from previous studies, and made appropriate changes to fit with the context of the present study were used to measure all the variables included in the research model. Each of their target variables were measured using these items through a seven-point Likert scale anchored from 1 (not at all) to 7 (very much). The features of an inclusive leader are explained as a leader who shows openness, openness and availability in communicating with employees. Six items were adopted from Carmeli et al. (2010), which were used to measure inclusive

leadership. Behaviors characteristic of autocratic leaders include a concentration of authority, a management of the entire decision-making process, and control over every aspect of employee conduct.

Six items adopted from Hoogh and Hartog (2009) were used to measure autocratic leadership. The expectation of employees about organization with they interact mutually is organizational trust. Organizational trust was measured using Zanabazar et al. (2024)'s five item scale. job satisfaction is defined as pleasing or positive emotional state. Measure of job satisfaction was three-item scale (Cammann, 1983). Employees from manufacturing organizations in Pakistan were targeted in this study. The dependence of Pakistani economy on the manufacturing sector was a reason why it was important for us to know employee experiences in manufacturing sector for managerial and organizational development. In order to get cross section of insights into the leadership and job satisfaction concepts, the study targeted employees with different organizational positions which include the operational worker through managerial staff. To get representative of the overall workforce, a stratified random sampling method was used. The stratified sampling was useful because the dividing of population into subgroups (strata) was possible according to certain characteristics, organizational level, tenure, and job function. The research limited samples to each stratum, each representing all relevant subgroups in the manufacturing sector, with the aim of increasing the validity as well as the generalizability of findings.

Due to the large geographical spread of manufacturing organisations in Pakistan, the survey was spread through both online and offline channels. We contacted employees across regions using online surveys, and employees in more remote or traditional workplaces without digital tools were contacted using offline surveys. In order to inspire honest responses and maintain confidentiality and anonymity, the two forms of data collection that were used were designed to do so. To allow sufficient statistical power to detect significant relationships between study variables, study assumed a target sample of around 500 employees. In addition, this number allowed for any potential bias in non-response or incomplete surveys. To enhance response rates and the limit possible non-sampling biases, both online and offline survey methods were incorporated onto the survey instruments. The data were analyzed through the survey by using PLS-SEM. The PLS-SEM is a powerful statistical technique which enables the researcher to investigate the complex relationships among the observed and latent variables within a one model at a time. Thus, this technique was especially appropriate for a study with the multiple independent and dependent variables, as was the case in this study. Since it can accommodate sample size of small to medium type, does not assume normality in the sample and seems to function well in models with both reflective and formative constructs, this is why PLS-SEM is chosen.

RESULTS OF STUDY

Measurement Model

Measurement model results for study variables, inclusive leadership, autocratic leadership, organizational trust, and employees' job satisfaction are presented in this section. Reliability

and validity were assessed using Cronbach's Alpha, Composite Reliability, Rho_A & Average Variance Extracted (AVE). These indicators have to be used to evaluate internal consistency, the convergent validity and discriminant validity of constructs. Results of reliability analysis show that all the constructs have values beyond acceptable cut point of values for Cronbach's alpha [0.70], composite reliability [0.70] & rho_A [0.70]. Moreover, AVE value of each construct is greater than minimum 0.50 threshold, thus indicating that they have adequate convergent validity.

Table 1 Reliability Analysis

Construct	CA	CR	Rho_A	AVE
Inclusive Leadership	0.89	0.92	0.91	0.75
Autocratic Leadership	0.87	0.90	0.88	0.73
Organizational Trust	0.91	0.94	0.92	0.78
Employees' Job Satisfaction	0.88	0.91	0.90	0.76

The discriminant validity was assessed by means of HTMT. Discriminant validity is satisfactory when value is below 0.85. As seen in Table 4.2, all constructs' HTMT values are less than 0.85, indicating satisfactory discriminant validity. It means that constructs are different from each other.

Table 2 Validity Analysis (HTMT)

Construct	[1]	[2]	[3]	[4]
Inclusive Leadership [1]				
Autocratic Leadership [2]	0.68			
Organizational Trust [3]	0.72	0.60		
Employees' Job Satisfaction [4]	0.75	0.55	0.78	

The Standardized Root Mean Square Residual (SRMR), Normed Fit Index (NFI), and Goodness of Fit (GOF) indices served as model fitness evaluation. Acceptable value of SRMR is below 0.08 and NFI value above 0.90. The values from SRMR, NFI and GOF are within the acceptable thresholds, confirming the model fitness indices, which are all within required and acceptable thresholds.

Table 3 Model Fitness

Index	Value	Threshold
SRMR	0.062	≤ 0.08
NFI	0.91	≥ 0.90
GOF	0.72	≥ 0.36

Structural Equation Model

Test of structural model was done using Partial Least Squares Structural Equation Modeling (PLS-SEM) to examine relationships between constructs. Direct, indirect and total effects amid variables are revealed in the results. The evaluation of the path coefficient can help find out the

strength of relationship. In Table 4, results help explain the relationships between the variables that are under research show how leadership styles and organizational trust impacts employee job satisfaction. Inclusive practices are dictated as essential, helpful for boosting employee's contentment as indicated by positive and significant relationship between inclusive leadership and job satisfaction. Higher levels of job satisfaction are associated with inclusive leadership characterized by valuing of diverse outlooks, empowering of team members & development of a collaborative environment. If employees view their leaders as including them, they feel more valued, as well as more supported in their work, and thus lead to a higher fulfillment in their roles. This finding supports existing literature, which finds that inclusive leadership results in environment of engagement, satisfaction by allowing employees to feel heard & valued by the leader.

On the other hand, the negative relationship between autocratic leadership and job satisfaction reveals that same leadership styles cause employees to be very unsatisfied with their job. The autocratic leadership kind of leadership that means, you are taking one unilateral decision for something without even recognizing your employee views on it, this means you might exclude your employee, what your employee will feel is that the employee is powerless. To be specific, employees are not allowed to have autonomy and have chance to partake in decision making which will probably lead to dissatisfaction since they feel detached and demotivated. It poses lot of negativities on job satisfaction amongst employees as autocratic leadership characterizes one to lose human aspect tilting one more onto manipulation and control, as such adoption of leadership style that brings in market, participation, and inclusiveness is important rather than control and restriction. These findings also show that inclusive leadership is positively related to organizational trust, which provides additional supporting evidence of inclusive leaders helping to build the trust within their teams. Thus, one of the things that inclusive leadership is associated with is openness, availability and accessibility, all of which is essential to building trust.

Leadership with genuine concern and practices for the employees' wellbeing coupled with openness and fairness lead to... These leaders tend to have the employees they lead trust them, which makes them more motivated, more engaged, and greater satisfied with their work. On the other hand, the relationship of autocratic leadership with organization trust demonstrates that controlling leadership style demotivate trust. Autocratic leaders can make employees feel distant from, unapproachable, and unresponsive, that such breakdowns in trust can harm a workplace. Even more so, a lack of trust in organization will actually compound employees' dissatisfaction and disengagement. At last, robust positive correlation between organizational trust and the job satisfaction confirms that trust is a significant factor in employee's work life and job satisfaction. Employees who trust organization feel safe, and they feel respected, which creates their overall job satisfaction that may hinder desired outcomes & related consequences. A positive work place is created when a sense of loyalty, commitment and motivation is created and this is possible when there is trust in organization. This result reinforces the notion that a strong culture of trust is critical to enhancing employee satisfaction and organizational results.

Table 4 PLS-SEM Results (Direct Effects)

Path	Coefficient	t-Statistic	p-Value	Decision
Inclusive Leadership → Job Satisfaction	0.38	5.32	< 0.001	Significant
Autocratic Leadership → Job Satisfaction	-0.32	4.22	< 0.001	Significant
Inclusive Leadership → Trust	0.42	5.98	< 0.001	Significant
Autocratic Leadership → Trust	-0.36	4.11	< 0.001	Significant
Organizational Trust → Job Satisfaction	0.45	6.72	< 0.001	Significant

The results in Table 4 indicate that organizational trust fully mediates the relationship between inclusive leadership and job satisfaction. Organizational trust was evaluated as a mediating effect using the bootstrap procedure. Results indicate that organizational trust acts as a significant mediator amid leadership styles & job satisfaction. Results show that organizational trust fully mediates relationship between inclusive leadership and job satisfaction (indirect effect = 0.19, $p < 0.001$). It appears Inclusive Leadership indirectly impacts job satisfaction over higher organizational trust. While organizational trust fully mediates effect of monitoring on job satisfaction (indirect effect = 0.30, $p < 0.001$), it only partially mediates the negative effect of Autocratic Leadership on satisfaction (indirect effect = -0.16, $p < 0.001$). Organizational trust, support in reducing the impact of autocratic leadership on members' satisfaction, still has negative effect on members' satisfaction.

Table 5 Mediating Effect

Path	Indirect Effect	t-Statistic	p-Value	Decision
Inclusive Leadership → Organizational Trust → Job Satisfaction	0.19	4.81	< 0.001	Significant
Autocratic Leadership → Organizational Trust → Job Satisfaction	-0.16	3.85	< 0.001	Significant

DISCUSSION

This study seeks to understand the relationship between inclusive leadership and autocratic leadership, organizational trust, job satisfaction and impact of leadership styles on employees' performance and wellbeing in the manufacturing organizations in Pakistan. The results of the analysis gave strong support to all hypotheses, in each variable did contribute significantly to the explanation of employees' job satisfaction. Thus, the results emphasize the implications of leadership styles, and specifically the effects of inclusive leadership and organisational trust on employees' perceptions and attitudes towards the work environment. In the first place, in this study inclusive leadership was found to be positively linked with employees' job satisfaction which bears out the notion that behaviors (e.g. openness, availability, and accessibility) that comprise inclusive leadership can generate a work environment in which the employees feel valued and supported. The discovery is consistent with prior research which reveals inclusive leadership promotes a culture of collaboration whereby employees are allowed to play a role in decision making, offer their opinion, and contribute ideas. Employees feel satisfied with job and engaged with work when they think their leaders are approachable and take care of their needs.

The result demonstrates the importance to organizations of leaders who don't merely show but actually enable workers to donate and have chances for advancement and development. Thus, manufacturing organizations that develop inclusive leadership will find the higher satisfaction levels among employees, which will translate into higher performance, better retention, and being more innovative. On the other hand, study showed that autocratic leadership was also negatively related to job satisfaction. This supports hypothesis that autocratic leaders, whose decision making process is centralized and the employees are not involved in the process; are accountable to lower employee morale and job satisfaction. As such, the autocratic leadership intrinsically limits the employee autonomy, stifles employee creativity and ultimately leads to frustration, lack of sense of empowerment, and lack of engagement in employees. Previous research has noted that autocratic leaders tend to concentrate on command and obedience and may thus lead to bad leader subordinate relationships. Under autocratic leadership employees can perceive that they are being treated without any respect or being left isolated, and their job satisfaction falls. The results correspond with social exchange theory that good social relations like how leaders allocate recognition and respect to followers create feeling of mutual trust and satisfaction.

On contrary, when these positive interactions are missing (which is so often case of autocratic leadership), organizational members become dissatisfied and their well being is reduced. This finding also supported that trust plays critical role in workplace, because organizational trust has the significant positive effect on employees' job satisfaction. Those who trust their leaders and the organisation are more likely to have positive emotions and feelings of 'being happy with' their work. Creating trust is the basis for constructive workplace relationships and makes employees feel safe in their job, a prerequisite for greater job satisfaction. These results mirror the vast literature that organizational trust enhances collaboration, decreases stress and creates a more positive organizational climate. Employee trust in leaders is related to their beliefs in the organizational goals, values, and goals for his or her welfare, all of which have come to characterize the workplace where employees are satisfied with their jobs. Trust is also a buffer reducing the negative effects of poor leadership and provides employees a sense of stability and assurance—especially in tough and confusing working environments. It also explored the mediating role of the organizational trust in the relationship amongst leadership styles and job satisfaction.

The results indicated that organizational trust mediated the relationship between inclusive leadership and job satisfaction and autocratic leadership and job satisfaction. In particular, organizational trust fully mediated relationship amid inclusive leadership and job satisfaction, such that inclusive leadership's positive effects on job satisfaction were in large part due to the trust employees had in leaders and in organization. This shows that employees' job satisfaction is largely dependent on way they think their leaders & organization are trustworthy. Inclusive and open leaders develop trust in their teams, and trust being essence of teamwork promotes a positive working environment in which employees are comfortable in job roles. Contrarily organizational trust partially mediated the relationship between autocratic leadership and job satisfaction. Autocratic leadership had negative effect on job satisfaction, but was moderated to

some degree by organizational trust level. Even in an autocratic environment, employees who trusted their leaders and organization to some degree were satisfied. However, fact remained that autocratic leadership had a negative effect on job satisfaction, although trust alone was enough to counteract some of harms of a leadership style that limited employee autonomy and input.

CONCLUSION

The results of this study have confirmed that leadership styles (inclusive and autocratic) play a significant role in enhancing the employees' job satisfaction in manufacturing organizations in Pakistan. Leadership that was found to positively back towards job satisfaction was inclusive leadership, that is, leadership that is open, accessible, and supportive. Inclusive leaders inspire employees to feel the valued, involved and connected to their organization, and more satisfied with their job. However, autocratic leadership which is more controlling and less receptive to employee input had a negative influence on job satisfaction. Autocratic leaders do not provide employees enough autonomy, and give them few opportunities for the contributions: People working under them remain less engaged as well as satisfied. Thus, the findings indicate that leadership style determines the employee outcome like job satisfaction in the manufacturing context.

The study revealed main mediating effect of organizational trust. Results demonstrated that inclusive styles of leadership and job satisfaction are mediated by trust, as a major component of workplace relationships. Organizational trust fully mediated the relationship of inclusive leadership with job satisfaction: inclusive leaders developed trust, which translated into higher job satisfaction. The results are consistent with previous research that trust plays a key role to enhance the effectiveness of leadership behaviors by creating positive employee attitudes and behaviors. Finally, organizational trust fully mediated negative impact of autocratic leadership on job satisfaction, and partially mediated negative effects of autocratic leadership, but was not enough to fully neutralize deleterious values of autocratic leadership. This illustrates why trust is vital but suggests that it's not only thing needed to raise the job satisfaction in these types of settings.

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