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ENGAGED AT WORK: THE EFFECTS OF JOB AUTONOMY, WORK-LIFE BALANCE, AND INCLUSIVE LEADERSHIP IN HOTEL INDUSTRY



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LIFE BALANCE, AND INCLUSIVE LEADERSHIP IN HOTEL INDUSTRY**

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ABSTRACT

The purpose of this research is to investigate the affect between job autonomy, work-life balance, and inclusive leadership to employee engagement among employees at hotel industry. The population for this study consists of employees those who working in hotel company. The respondents were full-time employees with at least two years of experience and from various departments withing the hotel industry. This study used simple random sampling technique to choose the respondents. This study also used quantitative research approach. Moreover, data for this study were obtained by distributing google form questionnaire to sample size of 136 employees. Statistical Package for Social Science (SPSS) was used to analyse the data. Self-Determination Theory (SDT) and Social Exchange Theory (SET) was used in this research to examine the effect between job autonomy, work-life balance, and inclusive leadership to employee engagement among employees at hotel industry. Hypothesis tested using Pearson Correlation and Multiple Regression in this research. The results indicate that job autonomy and inclusive leadership correlated with employee engagement, while work-life balance did not show a significant effect. Overall, two out of three hypothesis were supported based on the results of this study.

Keywords: Job Autonomy, Work-Life Balance, Inclusive Leadership, Employee Engagment, Hotel Industry

ABSTRAK

Tujuan kajian ini adalah untuk menyiasat hubungan antara autonomi kerja, keseimbangan kehidupan bekerja, dan kepimpinan inklusif terhadap penglibatan pekerja dalam kalangan pekerja di industri perhotelan. Populasi kajian ini terdiri daripada pekerja yang bekerja di industri perhotelan. Responden kajian adalah pekerja sepenuh masa dengan pengalaman kerja sekurang-kurangnya dua tahun dan daripada pelbagai bahagian dalam industri hotel. Kajian ini menggunakan teknik persampelan rawak mudah bertujuan untuk memilih responden. Kajian ini juga menggunakan pendekatan kajian kuantitatif. Selain itu, data untuk kajian ini diperolehi dengan mengedarkan borang soal selidik Google Form kepada saiz sampel seramai 136 orang pekerja. Perisian Statistik untuk Sains Sosial (SPSS) digunakan untuk menganalisis data. Teori Penentuan Diri dan Teori Pertukaran Sosial digunakan dalam penyelidikan ini untuk mengkaji hubungan antara autonomi kerja, keseimbangan kehidupan bekerja dan kepimpinan inklusif terhadap penglibatan pekerja dalam kalangan pekerja di industri perhotelan. Hipotesis diuji menggunakan Korelasi Pearson dan Regresi Berganda dalam penyelidikan ini. Keputusan kajian menunjukkan bahawa autonomi kerja dan keseimbangan kehidupan bekerja mempunyai hubungan yang signifikan terhadap penglibatan pekerja. Manakala, keseimbangan kehidupan bekerja tidak menunjukkan kesan yang signifikan. Secara keseluruhannya, dua daripada tiga hipotesis disokong berdasarkan dapatan kajian ini.

Kata Kunci: Autonomi Kerja, Keseimbangan Kehidupan Bekerja, Kepimpinan Inklusif, Penglibatan Pekerja, Industri Perhotelan

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List of Abbreviations

Abbreviation	Meaning
SDT	Self Determination Theory
SET	Social Exchange Theory
WLB	Work-Life Balance
SPSS	Statistical Package for Social Science



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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Hospitality sector specifically hotel industry, by definition, are seen as people-centric, and keeping in mind that employee attitudes and behavior have a great bearing on performance, satisfaction, and success, this requires consideration in people-centric venues such as hotels and resorts too (Elsaied, 2025). The level to which employees can be said to be committed on an emotional, intellectual, and behavioral level towards their work in a hotel environment can be captured by employee engagement, which itself has been identified as an attribute that predicts customer loyalty and service performance (Brozović & Baum, 2025). In a hotel environment, work engagement, which has a natural linkage with employee engagement, has a positive relationship with performance and contribute towards increased levels of service production as well as decreased levels of employee turnover, that is, quitting work, as noted by (Gobelna & Tokarz-Kocik, 2025).

Despite the strategic importance of employee engagement, hospitality firms often face challenges in maintaining high levels of engagement due to the demanding nature of service work, irregular schedules, and high emotional labour requirements (Saito et al., 2025). In Malaysia, where tourism and hotel operations have rebounded strongly following pandemic disruptions, the intensification of guest demand has underscored the need for effective human resource practices that sustain workforce motivation and resilience (Tourism Malaysia, 2024). The rapid recovery of the hotel sector has placed additional emphasis on understanding how organisational antecedents such as job

design, work–life balance strategies, and leadership behaviours influence employee engagement outcomes.

Job autonomy is refer to the freedom that employees have in performing out their job tasks in organization. Research in organizational studies has indicated that autonomy influence work meaningfulness and employee’s motivation (Nie, 2023). The theoretical link between autonomy and engagement stems from self-determination perspectives suggesting that autonomy satisfies fundamental psychological needs for competence and volition, thereby fostering stronger commitment to work roles (Nie, 2023). Within the hospitality context, autonomous task environments can empower employees to tailor service interactions, ultimately enhancing engagement and performance outcomes (Grobelna & Tokarz-Kocik, 2025).

Work–life balance represents another critical organisational factor shaping engagement, particularly in industries characterised by shift work and extended hours. Empirical evidence indicates that employees perceiving improved balance between work and personal life are more committed, experience less burnout, and demonstrate higher engagement (Kasperczuk et al., 2025). Flexible scheduling, supportive managerial practices, and family-friendly policies have been linked to greater employee well-being and strengthened attachment to organisational goals (Kasperczuk et al., 2025). In the hotel industry’s demanding work environment, enhancing work–life balance is thus posited to support sustained employee engagement.

Leadership style also significantly influences engagement, with inclusive leadership standing out as a key predictor of positive employee attitudes. Inclusive leaders,

characterised by the open minded mindset, accessibility, and respect for different employee perspectives. Having an inclusive leadership in organization setting help create climates of psychological safety and belonging that enhance employees' sense of value and engagement (Pagisi, 2025). Empirical research across service sectors shows that inclusive leadership significantly improve employee engagement and well-being by encouraging employees's psychological safety, whereby employee can share ideas and concerns without feeling terrified, hence sustaining a high level and excellence work engagement (Fahrizal et al., 2025). Although much of this evidence derives from studies in broader service and organisational contexts, such leadership behaviours are theoretically transferable to hospitality settings where teamwork, empowerment, and service innovation are essential.

Although autonomy in the workplace, work-life balance, and inclusive leadership are independent variables impacting employee engagement, there has been a gap in research pertaining to the variables combined impact. The importance of understanding these variables combined impact on employee engagement comes into consideration in structuring relevant human resource management practices to retain top talent in the highly competitive service sector such as hotel industry, are developed. Therefore, this research aims to identify their impact on employee engagement for the hotel sector in Malaysia.

1.2 Problem Statement

Employee engagement is generally accepted as one of the most important drivers of service quality, productivity, and organizational sustainability in the hotel industry, as employees are at the core of experience creation for hotel guests. Hospitality personnel who do not feel engaged indeed perform lower in their jobs, are less emotionally

attached, and intend to leave the organization more, thus having potential negative effects on hospitality organizational outcomes. Despite being highly recognized, ensuring employees are highly engaged remains one of the key ongoing problems that hotels are faced with, especially in labor-intensive and high-stress service environments like hotels (Fahrizal et al., 2025).

In the Malaysian hotel industry, these challenges have become increasingly salient following the post-pandemic recovery of tourism activities, which has intensified workload demands and operational pressures on hotel employees (Tourism Malaysia, 2024). While hotel operators are required to meet rising service expectations amid labour shortages, many employees continue to experience work stress, emotional exhaustion, and reduced motivation, all of which may suppress engagement levels (Baum et al., 2020). It was revealed that hospitality workers face significant challenges in the workplace, reporting a staggering 58% incidence of daily emotional exhaustion. This high rate of exhaustion is attributed to their need to meet increased service demands amidst a severe understaffing crisis in which 82% of the hotel industry's workforce is absent. The combination of high service demands and inadequate staffing levels not only contributes to emotional exhaustion but also leads to lower levels of employee engagement within the sector (Gallup, 2025). In Malaysia's hotel settings, labor shortages make it difficult for hotel organizations in Malaysia to achieve service requirements. The rigid 3pm check-in and 12pm checkout policy creates operational bottlenecks, putting a strong strain on the employee in the hotel. This is because the employee need to ensure the high guest expectation is served (Mokhtar, 2021).

Job autonomy has been linked to increased employee's intrinsic motivation by meeting employees' psychological requirements for control and competence (Ryan & Deci, 2020). However, hotel work is often governed by strict standard operating procedures, service scripts, and hierarchical control structures that limit employees' discretion in task execution (Karatepe et al., 2020). Although prior studies suggest that autonomy can enhance engagement, there is limited empirical evidence examining how job autonomy functions within the highly standardised context of Malaysian hotel operations, creating uncertainty regarding its actual influence on employee engagement in this industry.

Another persistent problem concerns work life balance, particularly given the irregular working hours, shift systems, and extended service periods that characterise hotel employment (Saito et al., 2025). Empirical research regularly shows that poor work-life balance leads to stress, burnout, and disengagement among hospitality workers (Kundi et al., 2021). In Malaysia, cultural expectations related to family responsibilities may further intensify conflicts between work and personal life, potentially exacerbating disengagement when organisational support for balance is insufficient (Noor & Abdullah, 2022). Despite this, many hotels continue to prioritise operational efficiency over employee well being, resulting in limited understanding of how work life balance directly influences engagement outcomes in the local hotel context.

Other areas of concern are leadership practices, especially inclusive leadership. Inclusive leadership can play an influential and significant role in fostering psychological safety and mutual trust. These are undeniably acknowledged as main antecedents leading to higher levels of employee engagement (Liu et al., 2024). In hotel

environments characterised by workforce diversity and high interpersonal interaction, inclusive leadership may be especially important in encouraging employee voice and commitment. Nevertheless, empirical studies examining inclusive leadership within Malaysian hotels remain scarce, and its relative influence on employee engagement compared to other organisational factors is not well established (Liu et al., 2024). Collectively, these issues point to a clearly defined research problem, namely the absence of comprehensive quantitative evidence that examines the combined influence of the three variables on employee engagement in Malaysia hotel industry.

1.3 Research Questions

Research questions play a critical role in guiding empirical inquiry by translating identified research problems into specific, answerable questions that structure data collection and analysis (Creswell & Creswell, 2020). In quantitative research, clearly articulated research questions are particularly important as they establish logical connections between theoretical constructs, empirical measurement, and statistical testing procedures (Creswell & Creswell, 2020).

This study aims to give insight to the following research questions in order to examine the impact of the variables with employee engagement in the hotel industry in Malaysia:

- i. What is the effect of job autonomy on employee engagement among hotel employees in Malaysia?
- ii. To what extent does work-life balance affect employee engagement among hotel employees in Malaysia?
- iii. How does inclusive leadership impact employee engagement among hotel employees in Malaysia?

1.4 Research Objectives

The following are objectives of the study:

- i. To investigate the influence of job autonomy on employee engagement among hotel employees in Malaysia.
- ii. To examine the impact of work-life balance on employee engagement among hotel employees in Malaysia.
- iii. To determine the impact of inclusive leadership in shaping employee engagement among hotel employees in Malaysia.

By accomplishing these objectives, the proposed study shall be able to offer a better means of comprehending the manner in which the practices of the organisations and the leadership behaviours have the capacity of influencing the employees' level of engagement within the Malaysian hotel industry.

1.5 Scope of Research

The limitations of this study delineate the boundaries within which the findings can be interpreted and applied, thereby providing greater clarity for both academic scholars and practitioners (Creswell & Creswell, 2020). This study focuses specifically on the Malaysian hotel industry, examining how job autonomy, work life balance, and inclusive leadership affect employee engagement. Employee engagement is central to service performance, as engaged hotel employees demonstrate higher motivation, better customer service, and lower turnover intentions (Grobelna & Tokarz-Kocik, 2023). By concentrating on Malaysian hotels, the study acknowledges local cultural, organisational, and operational contexts, which can influence the dynamics of workforce engagement (Saito, Brozović & Baum, 2025).

The population targeted by the study are full-time employees working in different hotel departments, including as front office, housekeeping, food and beverage, as well as supervisory levels. By targeting full-times employees, the study want to reflect the experience in the different variables, which this may be considerably different for part-time employees (Kundi et al., 2021). The organisational scope excludes other tourism sectors such as resorts, theme parks, or travel agencies, to maintain focus on hotel-specific operational and management practices. Conceptually, the research study explores and examine the three independent variables of the study. Additionally, the research study explores the effect of the variables on the employee engagement level from the perspectives of the theories of self-determination and social exchange (Ryan & Deci, 2020; Liu et al., 2024).

1.6 Significance of the Study

The study wish to contributed valuable perspectives for parties who have been involved in the process of conducting research such as researchers, organizations, worker and future researchers as well. In addition, this study and its results are considered vital to increase the employee engagement in hotel industry. The significance includes both theoretical and practical.

1.6.1 Theoretical Perspective

This study is guided by several established theoretical perspectives that help explain why employees engage with their work and how organisational factors shape this engagement. Self Determination Theory states that employees are more engaged when their basic psychological needs are fulfilled, particularly autonomy and competence (Ryan & Deci, 2020). When staff members experience a sense of control over how they perform their tasks, they are be more motivated and invested to performing well in their

work. In the hotel setting, this sense of control is often reflected through job autonomy, which can make work feel more meaningful and energising.

Work life balance perspectives further suggest that when employees are able to manage job responsibilities alongside personal and family roles, they are more likely to remain committed and emotionally connected to their organisation. Balanced work and personal lives help reduce stress and burnout, while supporting psychological well being and engagement (Kundi et al., 2021). At the same time, Social Exchange Theory explains the leadership element of this study. Inclusive leaders create trust, fairness, and psychological safety, which encourage employees to reciprocate with higher commitment and stronger engagement (Liu et al., 2024). When leaders show respect and openness, employees felt appreciated and they are more willing to go beyond everything to contribute to the organization.

This research helps to offer a great insight and understanding regarding how all these factors come together to impact employee engagement in Malaysian hotels. This research also contributed to existing literature in the field of hotel management in which research in this field has been considered to remain limited (Saito et al., 2025).

1.6.2 Practical Perspective

From a practical point of view, findings and outcomes from this research are useful and beneficial to hotel managers, HR professionals, and policymakers within Malaysia. Job autonomy and employee's autonomy are crucial aspects that may benefit and impact various sectors, such as organizations, if it is planned and managed appropriately. Simple flexibility, such as allowing employees to decide how best to handle guest

situations, can increase motivation, confidence, and engagement (Karatepe et al., 2020). This is important in service environments where employees often face unpredictable guest needs.

Work life balance findings are also highly relevant for hotel operations. Hospitality work is demanding, with long hours, rotating shifts, and emotional labour. When employees feel that they are being supported with their personal responsibilities, they feel and experience less burnout and disengagement (Baum et al., 2023). Practical actions may include fair rostering, supportive supervisors, and policies that respect family and social commitments. These strategies can help hotels retain skilled workers and maintain service quality.

Inclusive leadership also carries strong practical value. Leaders who listen, treat employees fairly, and create safe working environments help build a sense of belonging. A great leader help foster employees to feel free to speak up, share ideas, and stay engaged with their roles (Ng & Kee, 2023). For hotel organisations, this means leadership training, better communication practices, and a culture that respects diversity. Altogether, the practical outcomes of this study can support more sustainable human resource strategies, improve employee well being, and strengthen overall service performance in Malaysia's competitive hotel industry.

1.7 Definition of Key Terms

1.7.1 Employee Engagement

Engagement of the employees is further define as a positive and pleasure experience, including a sense of employee energy, commitment, and engagement (Adawiyah, 2021).

1.7.2 Job Autonomy

Job autonomy is defined to which level employees enjoy discretion and control over work planning and implementation (Saragih, 2020).

1.7.3 Work-Life Balance

Work-life balance refers to one's ability to balance between their working requirements side by side with their non-working life without any of these impacting negatively upon each other (Putri & Amran, 2021).

1.7.4 Inclusive Leadership

Inclusive leadership is known as a leadership style in organization that exudes qualities of openmindedness, fairness, accessibility, and appreciation of diversity in which the leader makes conscious efforts to engage employees in decision-making processes and embrace their diversity (Ly, 2023).

1.8 The Organisation of the Study

Chapter one introduced the topic of the study through the research background, statement of the problem, formulation of the research questions and objectives, scope and limitations of the study, definitions of the key terms involved in the study, and finally the structure of the thesis. This chapter lays the contextual groundwork for the study by emphasising the increasing challenges encountered by the Malaysian hotel industry, particularly in relation to employee engagement, workforce retention, and service quality (Baum et al., 2023; Grobelna & Tokarz-Kocik, 2023).

Chapter Two reviews the relevant literature, synthesising both theoretical frameworks and empirical studies pertinent to the variables examined. The key theories in the study include self-determination theory and social exchange theory, which collectively

explain how organisational practices and leadership behaviours influence employee attitudes and engagement (Ryan & Deci, 2020; Shore et al., 2022). It also reviews findings from prior international and Malaysian studies within the hospitality sector, critically evaluating existing evidence and and gaps that warrant further investigation (Ng & Kee, 2023; Kim & Koo, 2024).

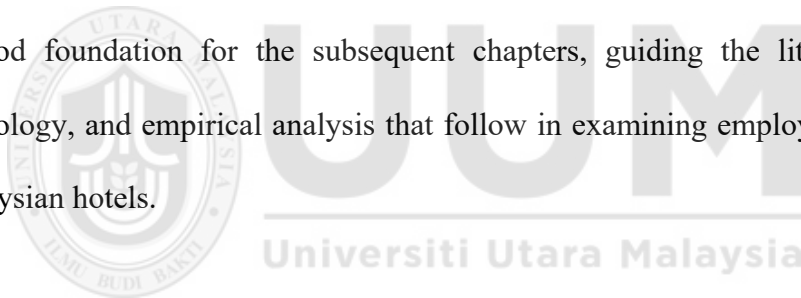
The chapter concludes with the development of research hypotheses that are empirically testable and theoretically grounded. It focused in narrowing down to the pilot test, descriptive analysis, test for reliability, analysis for normality, and multiple regression analysis, to ensure credibility and reliability of the results (Hair et al., 2022; Kundi et al., 2021). In this chapter further give a transparent methodological framework that offers support for its replicability while aligning well with the quantitative approach used to examine the relationships among study variables in the Malaysian hotel context.

The chapter four discussed and explain the empirical findings of this research. This chapter include descriptive statistics, tests of reliability and validity, as well as tests of hypothesis. This research also aims to explore and examine how autonomy in workplace, work-life balance, and inclusive leadership impact employee engagement in hotel employees in Malaysia (Karatepe et al., 2020).

Chapter Five provide the summary of the overall findings in the study, followed by their implications, and limitations of the proposed research, which complemented by recommendations for future research, as discussed in Baum et al. (2020); and recommendations for the implementation of enhanced employee and organisational performances, as proposed in Hassan et al. (2022).

1.9 Conclusion

Thus, in conclusion, Chapter One of the thesis has given a very comprehensive discussion on the topic in defining the crucial term in the topic, among other components of the thesis. This particular chapter accentuated the relevance of employee engagement, which is indeed an important issue in the Malaysian hotel industry, especially in the aspect of challenging work environments, work life, and its leaders. Through the determination of job autonomy, work life balance, and inclusive leaders in the aspect of employee engagement, there was clearly the relevance and requirement for conducting the aforementioned thesis. The discussion in this chapter also highlighted existing research gaps and clarified the contribution of the study to both theoretical development and practical application. Overall, Chapter One laid a strong and good foundation for the subsequent chapters, guiding the literature review, methodology, and empirical analysis that follow in examining employee engagement in Malaysian hotels.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provide literature review connected to independent variables with their combined effects on employee engagement in the Malaysian hotel industry. This chapter helped in forming a construct of knowledge regarding those aspects which affect employee engagement as illustrated in theories and literature, as well as capturing empirical evidence. It begins by discussing the key theories that underpin each independent variable, including self-determination theory for job autonomy, work-life balance perspectives, and social exchange theory in relation to inclusive leadership. The chapter concludes by developing hypotheses based on theoretical and empirical evidence, thus providing a structured basis for the quantitative investigation outlined in subsequent chapters.

2.2 Employee Engagement

Employee engagement describes as a state fulfilling at work as an individual feels full of energy, committed, and absorbed. Employees who experience work engagement have higher levels of energy, show stronger feelings of work-related involvement, and display stronger feelings of concentration in their work (Van den Broeck et al., 2021). In the hotel industry, work engagement is very important, especially considering the labor-intensive work involved.

Employee engagement are defined as varied concept that extends beyond work satisfaction and organizational commitment. Employee engagement also seen on the persistent and positive affective-motivational state of employee's being fully engaged

with one's work, which this involves vigor, dedication, and absorption. This three dimensional construct of employee engagement refer to employee's great energy and tenacity in the workplace, excitement and absorption to being fully immersed in their job. Employee engagement is differs from other concept such as job and organizational commitment as it is a more fluid state of emotional, cognitive, and physical investment in work roles. Hence, this is important in the hospitality business, where hotel employees must maintain cognitive and emotional presence at all times.

In hotel settings, engagement is reflected through employees' willingness to go beyond formal job requirements, proactively address guest needs, and maintain service quality under demanding conditions. High engagement has been associated with improved service performance, lower emotional exhaustion, and stronger organisational commitment, especially in frontline roles that involve emotional labour and time pressure (Karatepe et al., 2020).

Hotel industry is a unique industry to examined employee engagement because of the people-centric nature of the sector. Engaged hotel employees are not only more productive but they are also serve as front-line ambassadors for their organization. In this context, employee engagement among hotel employees have a direct impact on customer satisfaction and loyalty. Empirical research in the hotel businesses have demonstrates the correlations with employee engagement, including innovation in service and proactive problem-solving, reduced turnover intentions, and enhance strong teamwork in culturally varied workplaces (Karatepe et al., 2020).

Research in Malaysian hospitality contexts indicates that engaged employees experience higher motivation and psychological wellbeing, while also reporting lower stress levels. According to research, engagement is strongly associated with supportive work environments that allow workers to feel respected, trusted, and interested in their positions (Kundi et al., 2021; Ong et al., 2023).

It highlight the importance of identifying key job-related factors that contribute to sustained engagement in hotel organisations. Overall, employee engagement is recognised as a crucial outcome variable in hospitality research. Understanding its antecedents enables organisations to design work environments that support employee wellbeing, service quality, and long-term organisational performance.

Research on employee engagement in Malaysia context have also risen, particularly in the aftermath of the epidemic, and its importance in developing organizational resilience is acknowledged (Noor & Abdullah, 2022). In Malaysia's hotel settings, employees place a high importance on relational features of their workplace, such as respect, consideration, and team participation, which are key predictors of employee engagement (Noor & Abdullah, 2022).

Hence, the impacts of employee engagement are not confined to the employee individually but also extend to the prganizational level. For the hospitality settings, specifically in the context of hotels, the employee engagement enhanced service quality, increased safety compliance and provide positive impacts on employee as well as improve organization reputation (Saito et al., 2025)

2.3 Job Autonomy

Job autonomy define as the level of choice and self-direction employees have over the planning, execution, and evaluation of their job responsibilities (Karatepe et al., 2020). In organisational research, autonomy is recognised as a core job characteristic that enhances intrinsic motivation and encourages proactive behaviour aligned with organisational goals (Ryan & Deci, 2020). This is especially essential in the hotel industry, where personnel must adapt quickly to changing consumer expectations and complicated operational demands.

Empirical evidence consistently demonstrates that higher job autonomy positively influences employee engagement, including vigour, dedication, and absorption (Van den Broeck et al., 2021). In hotel contexts, autonomy allows employees to adjust service delivery, resolve guest issues independently, and prioritise tasks based on situational requirements. These conditions encourage discretionary effort and contribute to higher service quality (Grobelna & Tokarz Kocik, 2023).

Job autonomy is also associated with improved psychological wellbeing and reduced emotional exhaustion. This highlights its role in sustaining engagement over time, particularly in high-demand service roles (Karatepe et al., 2020). Malaysian studies further reinforce these findings. Employees who perceive higher levels of autonomy report greater motivation, stronger organisational commitment, and lower stress levels (Kundi et al., 2021).

Beyond its immediate impacts, job autonomy facilitates the satisfaction of fundamental psychological needs linked to competence and relatedness, which are central to intrinsic

motivation, as described in Self-Determination Theory (Ryan & Deci, 2020). When autonomy is supported through leadership practices and job structures, employees are more likely to demonstrate creativity, proactive behaviour, and sustained engagement (Liu et al., 2024). Overall, empirical evidence identifies job autonomy as a critical antecedent of employee engagement in hotel settings. Empowering employees to make context-specific decisions and take ownership of their tasks enables hospitality organisations to cultivate and foster employee to be more motivated, persistent, and high-performing workforce, particularly within the Malaysian hotel industry (Kundi et al., 2021).

2.4 Work-Life Balance

Work-Life Balance (WBL) is a situation that enables the employee to coordinate work-related obligations with personal and familial commitments without conflict (Sutanto, Sigiols, & Wijaya, 2024). In the hotel industry, which is also characterized by long hours of work, non-standard schedules, and high levels of emotional labor, it is identified as a leading determinant of employee engagement and hotel performance (Saito, Brozović, & Baum, 2025). A high level of engagement in the hotel industry is linked to higher levels of commitment, service excellence, and organizational performance, therefore making work-life balance a concern of human resources in organizations.

Internationally, there is evidence to show that encouragement of good work-life balance practices has several positive impacts on work engagement, job satisfaction, and organizational commitment. Employees who receive support from their organization in balancing their life between work and personal life may tend to put in more efforts, be

psychologically present, and stay motivated in their jobs (Sutanto et al., 2024). It has also been established that WLB acts as an organizational resource, reducing burnout, turnover intentions, and creating good attitudes towards work in non-hospitality businesses.

In the Malaysian context, although research specifically targeting hotel employees is limited, available studies affirm the importance of WLB for engagement. Flexibility in scheduling, access to career development opportunities, and organisational support for family responsibilities have been shown to encourage positive work behaviours, which underpin engagement (Noor & Abdullah, 2022). Broader Asian hospitality research also supports that practices such as flexible shifts, supportive workplace culture, and adequate rest periods enable employees to manage competing demands effectively, thereby strengthening their attachment and commitment to work.

Despite it significant, the finding of work-life balance also show contrasts with some literature as the result showed not significant with employee engagement. According to research, in high-demand service environments, work-life balance is primarily a baseline hygiene factor rather than a direct motivator, positively influencing engagement only when mediating variables such as perceived schedule control are considered (Noor & Abdullah, 2022).

Overall, empirical evidence highlights WLB as a strategic organisational practice rather than merely an individual preference. In Malaysian hotels, where work demands are intensive and unpredictable, fostering WLB through flexible policies, supportive management, and work-life supportive initiatives can enhance employee wellbeing,

motivation, and engagement. Implementing such practices benefits employees while simultaneously supporting service excellence and organisational performance, strengthening the critical role of WLB in sustaining a high-performing hospitality workforce.

2.5 Inclusive Leadership

Inclusive leadership has been cited as an important consideration in fostering employee engagement. This form of leadership is marked by features including openness and approachability, equality in decision-making, empathy, and acceptance of diversity (Deepalakshmi et al., 2025; Pagisi 2025). Such leadership creates a psychological and physical work environment in which employees enjoy empowerment and motivation and valuing within an environment which corresponds to the principles of Social Exchange Theory. This stipulates that employees reciprocate if there is investment by the social institution known as the leader.

Empirical studies have demonstrated that inclusive leadership positively influences employee engagement. Pagisi (2025) found that attributes such as open communication, fairness, empowerment, and cultural awareness are strongly associated with higher employee engagement. Inclusive leaders create climates of trust that enhance employees' psychological involvement and motivation to contribute meaningfully to organisational goals. Deepalakshmi et al. (2025) found that inclusive leadership increases employees' feeling of belonging and trust, generating social relationships that encourage discretionary effort and good work attitudes. These findings indicate that inclusive leadership meets relational and psychological requirements while sustaining reciprocal engagement behaviors.

Inclusive leadership have become the concern in hotel settings. Giousmpasoglou and Marinakou (2024) found that the inclusion and involvement in the leadership and among co-workers positively affected the perception of meaningful work and intention to stay for the employees in the hotel. This enhances the degree of psychological connection, especially those whose work involves direct touch with clients, job-related to working in teams, and the focus is again placed on the role of inclusive leadership in the growth and enhancement of employee engagement. In Malaysian hotels environment, improving the skills in inclusive leadership becomes an important consideration for improving employee engagement and increasing organisational loyalty.

Therefore, the important of inclusive leadership for hotel employee engagement can be expressed through tangible behaviors by the leader. Leader that holds regular, structured listening sessions where all employees from various department are encouraged to contribute their ideas for enhancing the guest experience (Pagisi, 2025). It becomes apparent when inclusive leadership in workplace shows true empathy by recognizing the pressure of check-in times and offers support, rather than simply providing process answers.

2.6 The Relationship Between Job Autonomy and Employee Engagement in the Hotel Industry

Job autonomy can be defined as the freedom or autonomy employees's in organization get concerning how they would like to organize and do their tasks. In relation to the hotel industry, autonomy in workplace is important due to the changing nature of the customer service environment that prevails from time to time. Employees who get

freedom with regard to performing their services are more likely feel valued and increase trust for the services they perform. From the perspectives of the theory of self-determination, autonomy performed by workers in their workplace is considered as one of the psychological needs that can highly influence the intrinsic motivation of workers. Employees who get the freedom are most likely to perform and give their best at the workplace with the highest levels of vigor, dedication, and absorption (Ryan & Deci, 2020).

Empirical evidence from the hospitality and service contexts has been supportive of the positive link between both variables. This is because freedom at workplace can enable frontline employees in hotels to make adaptive adjustments in service delivery according to organization situational needs, take contextual decisions, and take ownership of their works, thus enhancing discretionary effort and engagement (Van den Broeck et al., 2021; Grobelna & Tokarz Kocik, 2023). Autonomy in workplace can also permit employees to manage work demand better by endowing them with a more positive experience of their work.

The perception of having high levels of freedom at workplace has been to help employees feel more motivated, committed, and involved in their occupation (Ong, Rahim, & Jauhar, 2023). These findings suggest that autonomy functions as a key job characteristic that supports engagement in hotel environments characterised by high service intensity and emotional labour. Hence, based on theoretical reasoning and empirical findings, this study proposes that job autonomy has a positive effect on employee engagement in the hotel industry.

H₁: There is a significant relationship between job autonomy and employee engagement in the hotel industry.

2.7 The Relationship Between Work-Life Balance and Employee Engagement in the Hotel Industry

Work-life balance is refer to “the extent to which a person is able to balance their work and non-work roles without excessive conflict” (Gardner & Cottrill, 2000). In the hotel industry, work-life balance can actually be difficult to achieve since there are work schedules that can potentially affect work-life balance due to shift work. Some of the findings that can be related to work-life definition include that work-life balance is a predictor of employee engagement (Noor & Abdullah, 2022). Employee who use to have work-life balance hep increase work engagement since work-life balances can increase work engagement as those who feel a better work-life balance feel highly energized, dedicated, and involved in work (Noor & Abdullah, 2022)..

For instance, in the high service intensity industry, such as in hotels, work-life balance strategies like employee flexibility in work hours and the influence of the human resource department have been identified as contributing towards successful work engagement outcomes. It has been stated that individuals, who have the capacity to manage work and personal duties, would remain devoted to their work, even in stressful work environments (Saito et al., 2025).

Results obtained from the Asian and Malaysian service contexts also support the relevancy of work-life balance as an issue that relates to work and employee engagement. Employees with work-life balance exhibit higher levels of job and organizational satisfaction, which is directly correlated with work-related employee

engagement outcomes (Noor & Abdullah, 2022; Ong et al., 2023). It is safe to conclude that work-life balance is one of the important variables that play a role within the work life of individuals working within the hotel industry environment because of the support that has been noted from the results of previous studies, and thus the proposed relationship is that of being a predictor and positively associated with employee engagement within the hotel industry.

H₂: There is a significant relationship between work-life balance and employee engagement in the hotel industry.

2.8 The Relationship Between Inclusive Leadership and Employee Engagement in the Hotel Industry

Inclusive leadership refers to the mannerisms and behaviors of leaders who are practicing inclusivity, openness, fairness, and respect for differences in organization among employees. Inclusive leadership practices become more relevant due to its diversified workforce in hotel settings and environment. Moreover, coordination among diversified and various employees has to be more effective for enhanced service quality delivery. Inclusive leaders who focus on participation and value employee ideas and suggestions lead to a more supportive and trusting workplace environment. On the other hand, leaders who value their employees according to Social Exchange Theory become more influential for employees. Employees who feel leaders support and treat them equally demonstrate positive attitudes and higher levels of engagement towards their roles (Noor et al., 2021). This process increased and strengthening their emotional commitment to their jobs.

In order to support, numerous studies within the hospitality and service industry have found a strong relationship that supports that inclusiveness in leadership leads to employee engagement. It has been found that inclusiveness in leadership leads to improved psychological safety and trust, creating an environment for employees where they feel free to share ideas, express concerns, and become actively involved in service improvements (Liu et al., 2024). This directly correlates to employee vigor, commitment, and involvement in the hotels setting.

International research also points out that inclusive leadership practices nurture engagement through the creation of work environments where respect is accorded to all and valued. These are environments that support motivation and lead eventually to sustained involvement, particularly in service-intensive industries where emotional labor and customer interaction are very high (Deepalakshmi et al., 2025). Inclusive leaders also play a critical role in managing diversity and promoting equity that cements feelings of employees' belonging. However, the Malaysian service contexts evidence on inclusive leadership for engagement outcomes has been rather scanty investigated. Inclusive supervisory practices, it has been found, are associated with higher engagement in settings characterized by high customer interaction and operational pressure (Noor et al., 2021; Ong et al., 2023). Such finding implies that leadership behaviors remain a major determinant shaping employee engagement in the hotel settings. Hence, it is hypothesized that inclusive leadership positively influences employee engagement in the hotel industry.

H₃: There is a significant relationship between inclusive leadership and employee engagement in the hotel industry.

2.9 Underpinning Theory

Theoretical literature provides the foundation for understanding the underlying mechanisms and relationships among key variables in a research study (Creswell & Creswell, 2020). The theoretical review main purpose is to examine how job autonomy, how work–life balance and inclusive leadership affect employee engagement, drawing on well-established theories in organisational behaviour and human resource management. By linking theoretical frameworks with empirical evidence, this section identifies gaps in existing research. This is also to aim in providing a rationale for the hypotheses development. The study not only review on international perspectives but also considers Malaysian hospitality contexts, where cultural and operational nuances may influence workforce engagement differently from global trends (Saito, Brozović & Baum, 2025).

The theoretical literature review is structured to discuss three primary theories that underpin the independent variables. Self-determination theory (SDT) explains how intrinsic motivation and autonomy impact employee engagement. Work-life balance theories provide insight into how equilibrium between work and personal life affects psychological well-being and commitment. Social exchange theory (SET) frames inclusive leadership as a mechanism through which positive leader-employee interactions foster engagement and reciprocity (Liu et al., 2024). Understanding these theoretical perspectives allows for a coherent explanation of how individual, organisational, and leadership factors interact to shape employee engagement, especially within Malaysian hotels that operate in high-demand, service-oriented environments (Gobelna & Tokarz-Kocik, 2023).

2.9.1 Social Exchange Theory (SET)

Social Exchange Theory (SET) are known in explaining reciprocal interactions between leaders and employees, where positive treatment and support from leaders elicit higher engagement, commitment, and discretionary effort (Cropanzano & Mitchell, 2022). SET emphasizes the principle of reciprocity, suggesting that employees respond to fairness, recognition, and supportive leadership by contributing positively to organizational outcomes. This theory has been extensively applied in high-demand service sectors, where human capital is critical to success.

Inclusive leadership in organization settings that characterized by leader's openness, and fostering diversity, aligns closely with SET principles by fostering trust, psychological safety, and the experience of being accepted and integrated within a group or organisation (Liu et al., 2024). Inclusive leaders encourage participation in decision-making, recognize individual contributions, and value diverse perspectives. These behaviors enhance social exchanges within organizations, motivating employees to reciprocate through increased engagement, proactive behaviors, and organizational citizenship.

Empirical evidence in Malaysia supports the relevance of SET and inclusive leadership. Noor, Abdullah, and Ismail (2021) found that hotel employees perceiving their supervisors as inclusive reported higher job satisfaction, engagement, and willingness to exceed formal job requirements. Inclusive leadership was particularly effective in contexts involving irregular hours, high customer interaction, and emotional labour, suggesting it can buffer work stress while enhancing engagement. Similarly, Ismail and

Yusof (2022) highlighted that equitable treatment and developmental opportunities strengthened employees' sense of belonging and motivation, consistent with reciprocity principles.

International research back up these conclusions. According to Hameed, Ramzan, and Khan (2020), inclusive leadership improved leader-member interchange quality, which increased engagement and decreased turnover intentions. Liu et al. (2024) reported that inclusive supervisor behaviors in China and Singapore enhanced trust, psychological safety, and engagement, indicating the cross-cultural applicability of SET-based reciprocal mechanisms.

SET also emphasizes fairness and trust as foundations for sustainable engagement. Leaders acting justly and supportively encourage employees to internalize organizational goals and exert discretionary effort (Cropanzano & Mitchell, 2022). In Malaysian hotels, inclusive leadership creates supportive environments where employees feel valued, fostering engagement and reducing turnover risks (Noor et al., 2021).

To conclude, the integration and combined of SET with inclusive leadership creates a sound theoretical basis for understanding the role of leadership behaviors as crucial antecedents of engagement. Inclusive leadership fosters greater reciprocity, psychological safety, and perceived fairness, which in turn enhance the motivational props of employees to engage in and commit themselves to organizations in the hospitality industry which known as a high-demand settings.

2.9.2 Self-Determination Theory (SDT)

Self-Determination Theory (SDT) is a very prominent theoretical approach towards understanding human motivations and how such motivational forces can work as behavioural predictors in different organizational settings (Ryan & Deci, 2020). This theory was first articulated to perceive intrinsic versus extrinsic motivations as two different constructs. Self-Determination Theory argues that to achieve optimal human functioning, certain intrinsic psychological needs such as autonomy and relatedness need to be fulfilled (Ryan & Deci, 2020). These needs are considered universal and essential for fostering self-regulated motivation, psychological growth, and sustained engagement across various life domains, including the workplace (Van den Broeck et al., 2021).

Within organisational settings, autonomy denotes the extent to which employees experience freedom, choice, and self-direction in executing their job responsibilities, rather than experiencing pressure or external control (Ryan & Deci, 2020). Competence help in depicts employee sense of efficacy and professionalism in completing their task. This relatedness captures the experience of having a meaningful sense of connection in the workplace (Van den Broeck et al., 2021). SDT posits that fulfilling these psychological needs enhances employees' internalisation of organisational goals, fosters autonomous motivation, and leads to greater work engagement and discretionary effort (Ryan & Deci, 2020).

SDT applied in organisational research help to explain variations in employee engagement and motivational quality. Empirical studies consistently show that autonomy-supportive work environments enhance intrinsic motivation, which

subsequently leads to higher engagement, persistence, and wellbeing (Van den Broeck et al., 2021). Conversely, controlling work contexts that restrict decision-making and suppress employee voice tend to undermine autonomous motivation and reduce engagement levels (Ryan & Deci, 2020). Therefore, it highlights the importance of job design and managerial practices in shaping motivational outcomes through the satisfaction of basic psychological needs.

The application of SDT is especially pertinent in service-driven industries such as hospitality, where frontline roles are emotionally intensive and involve frequency of interpersonal interactions. Employees in the hotel sector are often required to manage unpredictable customer demands, perform emotional labour, and maintain service quality under time pressure, all of which place significant strain on their psychological resources (Karatepe et al., 2020). SDT provides a useful theoretical lens for understanding how autonomy and other motivational resources can buffer these demands and promote engagement.

Empirical studies have supported the importance of the role played by the theory of Self-Determination in understanding the results associated with work engagement. It was found in a study conducted on the staff in hotels in Turkey that autonomy at work had been correlated with work engagement and decreased emotional exhaustion, which revealed the need to meet autonomy in order to retain work resources (Karatepe et al., 2020). Similarly, a cross-national hospitality study reported that autonomy-supportive managerial practices foster autonomous motivation, which in turn enhances job engagement and service performance (Karatepe, Rezapouraghdam, & Hassannia,

2020). These findings back up SDT's claim that employees are more engaged when they sense control and self-direction in their job positions.

Evidence from the broader Asian hospitality context further strengthens the applicability of SDT. Research conducted among hotel employees in China revealed that satisfaction of autonomy and competence needs significantly contributed to thriving at work, which subsequently enhanced creative performance and proactive service behaviours (Jiang & Chen, 2021). Although the study focused on creativity outcomes, its findings underline the central role of autonomy as a motivational mechanism that supports deeper psychological engagement in service work.

In the Malaysian context, while direct applications of SDT within the hotel industry remain limited, existing organisational studies provide supportive evidence for its relevance. A study among Malaysian academicians found that satisfaction of fundamental psychological needs was found to significantly mediate the link between leadership support and work engagement, indicating that autonomy-supportive environments are crucial for sustaining engagement (Ismail, Don, & Abdullah, 2021). This suggests that leadership and job characteristics influence engagement indirectly by fulfilling employees' psychological needs, consistent with SDT assumptions.

Furthermore, Malaysian data highlight the role of workplace autonomy in determining excellent work outcomes. According to Ong, Rahim, and Jauhar (2023), Malaysian service personnel who have more job autonomy are more engaged and want to stay in organization. The study emphasised that autonomy is particularly important in service roles that involve emotional regulation and customer interaction, characteristics that closely resemble hotel frontline work. These findings suggest that enhancing autonomy

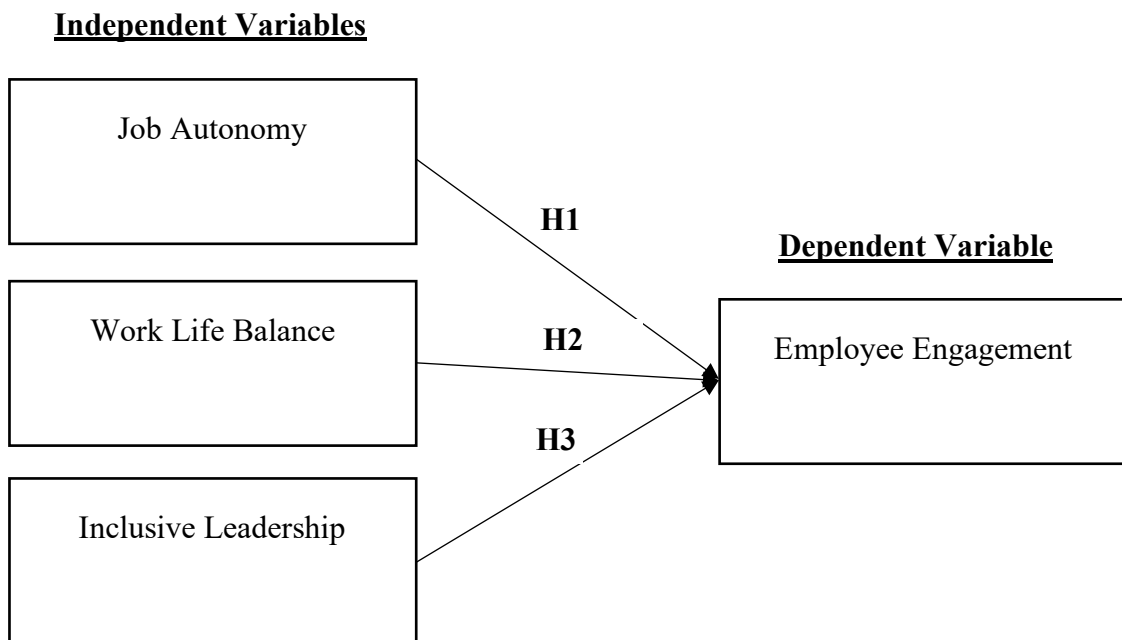
may help address persistent engagement and retention challenges within the Malaysian hospitality sector.

Overall, the accumulated empirical evidence supports SDT as a robust theoretical foundation for examining employee engagement. By emphasising the fulfilment of autonomy, competence, and relatedness, SDT explains why job autonomy functions as a critical antecedent of engagement. SDT provides a strong justification for hypothesising that greater job autonomy lead to higher employee engagement among hotel employees in Malaysia. The theoretical basis established here forms the foundation for the hypotheses tested in subsequent chapters and enhances the robustness of the study's conceptual framework.

2.10 Research Framework

The research framework acts as an action plan outlining how researchers addressed identified gaps and research concerns (Chua, 2016). It offers a systematic and proven conceptual framework. The established framework, shown in Figure 2.1, illustrates the linkages between job autonomy, work-life balance, and inclusive leadership as major predictors of employee engagement in Malaysia's hotel sector.

Figure 2.1
Conceptual Framework



The research framework presented in Figure 2.1 illustrates the conceptual relationships between the independent variables and employee engagement in the Malaysian hotel industry. The model proposes that job autonomy, work life balance, and inclusive leadership function as key organisational factors that shape employees' level of engagement at work. The framework is developed based on both theoretical reasoning and empirical findings from recent hospitality and organisational behaviour literature.

Job autonomy is considered the first determinant of employee engagement. Autonomy refers to a dimension measuring the degree to which employees can exercise their discretion, autonomy, and control at work (Ryan & Deci, 2020). Evidence reveals that autonomy is a factor increasing internal motivation, psychological empowerment, and emotional attachment towards their work. This creates higher levels of engagement among service workers who need adaptability and rapid decision-making in their service settings (Karatepe, Rezapouraghdam, & Hassannia, 2020; Van den Broeck et

al., 2021). Lastly, in the context of the hotel industry, autonomy enables service staff members to adapt their service reactions towards customers' needs. This improves their vitality, commitment, dedication, and absorption within their work albeit in a positive manner (Grobelna & Tokarz-Kocik, 2023). Hence, it is presumed that increasing values in autonomy served as a positive determinant for employee engagement.

Work-life balance is regarded as the second element in influencing employee engagement. job life balance is defined as an employee's capacity to manage job responsibilities and personal or family life without becoming overwhelmed by work-life conflict. According to the literature, work-life balance is vital for improving psychological well-being and job dedication (Kundi et al., 2021; Noor & Abdullah, 2022). Work life balance in hospitals is essential due to environmental factors such as work shifts and emotional work in the hospitality sector (Saito, Brozovic & Baum, 2025). The above assumption is based on research that shows workers enjoying work life balance are more likely to experience greater engagement.

Inclusive leadership emerges as the third predictor in the proposed framework. Inclusive leaders are marked by traits of openness, fairness, and accessibility, together with respect for individual differences. They exhibit encouragement and appreciation of the contributions of their organization's employees, and their work environment promotes a sense of a psychologically safe working environment (Liu, Li, & Zhang, 2024). Following Social Exchange Theory, the proposed framework indicates that when organization's employees experience mutual value and care from their leaders, these individuals tend to react in a positive manner, such as in their engagement, commitment, and desire to do more in their jobs than what is expected of them (Noor,

Abdullah, & Ismail, 2021). Empirical support from the related literature in the hotel industry affirms that such leaders contribute to feelings of trust, belonging, and authenticity in work, and that the levels of employee engagement get highly enhanced as a result (Giousmpasoglou & Marinakou, 2024; Deepalakshmi et al., 2025).

In general, the framework illustrates an integrated approach that brings together individual job characteristics, work life dimensions, and leadership factors. The framework adopts the concept that employee engagement is a complex phenomenon that is the resultant product of various influences within an organization and not merely an individual one. Furthermore, the framework also represents the latest trends and practices that are being laid out by the latest research studies undertaken within the fast-developing stream of research studies being undertaken within the industry of hospitality and lodging sectors, particularly with an emphasis on fostering and nurturing psychologically safe work environments and practices that place the focus on employees and their welfare at the heart of lagging and universally fostering and promoting employee engagement practices.

2.11 Conclusion

In conclusion, the literature has presented an in-depth exploration of both theoretical and empirical evidence pertaining to job autonomy, work life balance, and inclusive leadership as antecedents of employee engagement within the hospitality industry. Theoretical frameworks such as Self-Determination Theory, Work Life Balance theories, and Social Exchange Theory underpin the conceptual relationships, offering explanations for why autonomy, balanced work practices, and inclusive leadership may foster higher levels of engagement. Empirical studies, including research conducted in Malaysia and international contexts, consistently demonstrate that these factors

positively influence employee engagement by enhancing motivation, psychological wellbeing, and organisational commitment. Despite variations in contextual application, the evidence highlights that in hotel settings, particularly in Malaysia, supportive leadership, empowerment, and work-life supportive policies are critical for maintaining engaged and high-performing employees. This synthesis not only reinforces the importance of examining these variables collectively but also identifies gaps in local research, thus justifying the current study's focus on exploring the combined effects of job autonomy, work life balance, and inclusive leadership on employee engagement in the Malaysian hotel industry.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The study choose a quantitative research approach in conducting the research study. Questionnaires are being used for the purpose of gathering data with the aim of being objective (Alifah & Madani, 2024). The main aim of this research paper is determining the relationship between both variables, which is independent and dependant variables. This chapter described the research framework concept or research design, primary data, population and sample research, research instruments measurements, methods of gathering research sata, analysis methods, pre-test research methods, pilot research methods, and summary for chapter method.

3.2 Research Design

The cross-sectional quantitative design used in the article is consistent with what is considered standard in hospitality studies, in which structured questionnaires are employed as tools for quantifying employee perceptions related to work contexts, leadership behaviors, and engagement outcomes. Prior studies in hotel settings have successfully used questionnaires to gather responses from large samples, supporting analyses such as regression and structural equation modelling to test theoretical relationships (Zhou et al., 2025). This design enables standardised measurement and efficient exploration of employee engagement and its antecedents.

In developing the research design, the study adheres to adopting a positivist epistemological stance, which assumes that social phenomena are objectively measurable and that empirical data can be used to test theoretical propositions (Alifah & Madani, 2024). The structured questionnaire in this study include validated scales

for job autonomy, work life balance, inclusive leadership, and employee engagement, drawing on established instruments adapted for the hospitality context. Using validated measures improves the data's reliability and construct validity, which is important when using inferential statistics to assess both the strength and statistical significance of connections between variables.

Moreover, the quantitative research design supports generalizability within the defined population of Malaysian hotel employees by enabling the aggregation of responses and the use of probability or non probability sampling strategies to approximate a representative sample (Creswell & Creswell, 2020). While cross-sectional studies may not definitely show causation, they can give a strong foundation for finding trends and testing theoretical linkages, which can enhance both academic knowledge and management practice in human resource development. Taken together, the research approach proposed here assures methodological rigor and positions the study to make significant contributions to academic research on employee engagement in the hotel sector.

3.3 Measurement of Variables

Selecting and developing appropriate research instruments is a fundamental step in quantitative research, as the precision of measurement has a direct impact on the credibility and consistency of findings (Creswell et al., 2020). This study utilised a structured questionnaire as the main instrument for data collection, which is commonly adopted in organisational and hospitality research to measure latent constructs of the variables (Creswell & Creswell, 2020).

Questionnaires allow standardized measurement across respondents and facilitate robust quantitative analysis through established psychometric scales. To ensure both theoretical consistency and methodological robustness, each construct in this study is measured through multi-item scales derived from established and validated instruments. To offer a better understanding of the questionnaire structure, the instrument utilized in this study was separated into three major portions, as shown in Table 3.1.

Table 3.1
Section Category in Questionnaire Form

Section	Questions	Number of Questions	Sources
A	Demographic Information	8	-
B	Employee Engagement	10	Adawiyah (2021)
C	Job Autonomy	9	Saragih (2020)
	Work-Life Balance	8	Ly (2023)
	Inclusive Leadership	9	Putri & Amran (2021)

Section A: Demographic Information of Respondents

The part contains information of the respondents which required to give their demographic information. Demographic background of the respondents needed to gather their data. The main aim to distribute the demographic information to collect their details to use in analyse the findings. Total number of 8 statement on specific information such as gender, age group, marital status, education level, employment type, occupation level, department and job tenure.

Section B: Employee Engagement

Section B in the questionnaire measure the dependent variable in this research. The questionnaire contains 10 items on employee engagement. Respondents rate level of extent with all statement. Dependent variable listed above items measure by using Likert scale. Likert scale consists of 5-point. The table 3.2 indicates the Likert scale used to analyse the dependent variable while table 3.3 indicates the dependent variable original and adapted items of the questionnaire.

Table 3.2
5-Point Likert Scale: Section B

Likert Scale	Employee Engagement
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

For employee engagement, the study employed and altered the Utrecht Work Engagement Scale (UWES 9), which is still one of the most commonly used and validated tools for evaluating engagement in occupational contexts (Adawiyah, 2021). It assesses three fundamental dimensions: vigor, devotion, and absorption, measuring the degree to which individuals are enthusiastic, dedicated, and completely engaged in their professional tasks (Adawiyah, 2021).

Table 3.3
Items for Employee Engagement

Variable	Items (Adopted)
Employee Engagement	<ol style="list-style-type: none"> 1. When I get up in the morning, I feel like going to work. 2. At work, I feel bursting with energy. 3. At my job, I am resilient, mentally. 4. At my job I feel strong and energetic. 5. To me, my job is challenging. 6. My job inspires me. 7. I am enthusiastic about my job. 8. When I am working, I forget everything else around me. 9. I get carried away when I am working. 10. I feel happy when I am working intensely.

Section C: Job Autonomy, Work-Life Balance, and Inclusive Leadership

Section C in the questionnaire measure the independent variables in this research. The questionnaire contains 36 items. Respondents rate level of extent with all statement. Independent variables listed above items measure by using Likert scale. Likert scale consists of 5-point. The Table 3.4 indicates the Likert scale used to analyse the independent variables while table 3.5, 3.6 and 3.7 indicates the independent variables original and adapted items of the questionnaire.

Table 3.4
5-Point Likert Scale: Section C

Likert Scale	Employee Engagement
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree

i. Job Autonomy

This instrument captures employees' perceived discretion over how they organise and execute their work tasks, reflecting the degree of autonomy they experience in daily job roles. Respondents indicate agreement with statements such as "I have significant control over how I perform my job tasks" using a five point Likert scale. (Saragih, 2020).

Table 3.5
5Items for Job Autonomy Variable

Determinants	Items (Adopted)
Job Autonomy	<ol style="list-style-type: none"> 1. I am allowed to decide how to go about getting my job done (the methods to use). 2. I am able to choose the way to go about my job (the procedures to utilize). 3. I am free to choose the methods to use in carrying out of my work. 4. I have control over the scheduling of my work. 5. I have some control over the sequencing of my work activities (when I do what). 6. My job is such that can decide when to do particular work activities. 7. My job allows me to modify the normal way we are evaluated so that I can emphasize some aspects of my job and play down others. 8. I am able to modify what my job objectives are (what I am supposed to accomplish). 9. I have some control over what I am supposed to accomplish (what my supervisor sees as my job objectives).

ii. Work-Life Balance

The work-life balance instrument is based on validated measures used in organizational research to assess employees' views of work-life interactions, such as "My work responsibilities do not interfere with my personal life" (Ly, 2023). Work-life balance assessments frequently contain subdimensions of the reciprocal impacts of work on personal life, personal life on work, and the positive interaction that increases work-personal life integration (Ly, 2023). These scales have demonstrated good psychometric properties in recent organisational studies, with acceptable reliability coefficients supporting their use in survey research (Ly, 2023). Table 3.6 showed the adapted items for this variable.

Table 3.6
Items for Work-Life Balance Variable

Determinants	Items (Adopted)
Work-Life Balance	<ol style="list-style-type: none"> 1. My working time does not take up my time in carrying out my personal or family life. 2. I work from home according to the time set by the company. 3. I still have time to do hobbies and other activities outside of work activities. 4. I can carry out my role well both in work and in family. 5. My involvement in family activities and work activities is done in a balanced way. 6. I do not feel depressed either in doing work or when doing activities outside of work. 7. I feel happy and comfortable with my work and family life. 8. I feel satisfied with a balanced life between work activities and activities outside the work.

iii. Inclusive Leadership

Inclusive leadership is assessed using a validated scale that considers leader behaviors such as transparency, involvement, and responsiveness. Inclusive leadership research has increasingly used multi item measures that capture leader inclusiveness in terms of equitable treatment, support for team input, and respectful engagement with employees (Putri & Amran, 2021). These scales assess perceptions of inclusive leadership through statements such as “My supervisor encourages everyone to share their viewpoints,” rated on a five point Likert scale. Empirical studies confirm that inclusive leadership measures are positively linked to various employee outcomes, including levels of engagement and overall wellbeing (Putri & Amran, 2021). Table 3.7 summarises the original and adapted items used to measure this independent variable.

Table 3.7
Items for Inclusive Leadership Variable

Determinants	Items (Adopted)
Inclusive Leadership	<ol style="list-style-type: none">1. The manager is open to hearing new ideas from me.2. The manager is attentive to new opportunities to improve work processes.3. The manager is open to discussing the desired goals and new ways to achieve them.4. The manager is available for consultation on problems.5. The manager is an ongoing “presence” in the team – someone who is readily available.6. The manager is available for professional questions if I would like to consult with him.7. The manager is ready to listen to my requests.8. The manager encourages me to access him on any issues.9. The manager is accessible for discussing emerging problems.

All scales in the questionnaire use a five-point Likert answer style to improve clarity and precision in organizational research. A pilot test undertaken with hotel staff to confirm that the instruments are clear and reliable. Cronbach's alpha and composite reliability are used to examine internal consistency, while factor analysis are used to evaluate validity, assuring appropriate psychometric qualities for subsequent investigations.

3.4 Population and Sampling

3.4.1 Population of Study

Population and sampling techniques are fundamental elements of quantitative research, as they define who is studied and how findings can be generalised to the larger group of interest (Chong et al., 2025). The population consists of all full-time employees working in hotels across Malaysia, including positions in front office, housekeeping, food and beverage, and supervisory roles. Employees with at least two years of work experience are specifically targeted to ensure that respondents have sufficient exposure to hotel operations and organisational practices, allowing for informed insights into how job autonomy, work life balance, and inclusive leadership influence employee engagement. Managerial-level staff are excluded, as the study focuses on operational and frontline employees whose daily interactions and responsibilities directly reflect engagement outcomes in hotel service delivery.

3.4.2 Sample Size and Sampling Technique

Given the research aims and demographic characteristics, this study used simple random sampling as its primary approach. Simple random sampling is one of the most

basic types of probability sampling, with each element in a population having an equal chance of being included in the research (Ahmed, 2024). Respondents for this study are chosen based on their job type and tenure, which are full-time employees in Malaysian hotels with at least two years of work experience. This is to ensure that the employee would have sufficient familiarity with the workplace processes, policy and can therefore meaningfully respond to the survey items on job autonomy, work-life balance, and inclusive leadership. This method helped in enhancing the relevance and quality of the data collected while suiting the quantitative design of the study. By targeting full-time employees who are experienced and excluding managerial levels, it helped in minimizing the variation in this study, while it help manages to have a rather homogenous sample that can accurately depict engagement experiences at the grassroots.

To complement simple random sampling, stratification is applied where feasible, considering hotel departments and star ratings to capture diversity across operational roles. This combination strengthens representativeness and reduces potential sampling bias, while practical considerations such as accessibility, time constraints, and participant availability are also accounted for (Hair, Black, Babin & Anderson, 2022). The sample size are determined based on established statistical guidelines, ensuring sufficient respondents to support multivariate analyses such as multiple regression. Collectively, this approach ensures methodological rigor while providing meaningful, contextually rich insights into the determinants of employee engagement in Malaysian hotels. The sample size for this investigation was determined using Krejcie and Morgan's (1970) table. Based on the 220 respondents, the table recommended a minimum sample size of 136.

Table 3.8
Table for Determining Sample Size for a Given Population
Source: Krejcie & Morgan, (1970)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size, "S" is sample size

3.5 Data Collection

Data gathering is an important part of quantitative research, whereby information is obtained that would be used to test hypotheses or respond to research questions with validity and accuracy (Pallant, 2020). A structured questionnaire is predominantly employed for data collection. This study would target the Malaysia hotel industry in seeking respondents who work in the hotel industry. The study would offer the questionnaires in English, which aligns with common practice in Malaysian organizational research (Creswell & Creswell, 2020). This part would include information regarding the pilot test, which in ensuring that the research instrument functions effectively before full deployment.

The data collection process begin once the research instrument has been finalised, following pilot testing and expert review to confirm clarity, relevance, and cultural appropriateness. Respondents are approached through face to face distribution at hotel premises and online distribution via email or messaging, depending on access and convenience. Prior to participation, respondents received informed consent information describing the objectives and intent of the research confidentiality assurances, and their voluntary right to participate. Ethical conduct during data collection is paramount, as it respects participant autonomy and promotes honest, unbiased responses (Pallant, 2020).

Data collection timelines are planned strategically to avoid peak hotel operational periods, reducing interruption to employees and enhancing the quality of responses. To mitigate potential non response bias, reminders may be sent to participants who have not yet completed the questionnaire within an agreed timeframe. During data collection, field researchers monitor for missing data patterns and data consistency to ensure

adequate quality control. Logistic considerations such as coordinating with hotel management for access, scheduling distribution, and providing clear instructions to respondents contribute to a more successful and comprehensive data collection process.

3.5.1 Pre-testing of Questionnaire

Feedback and comments from the pilot test are reviewed to adjust any unclear language or problematic items, ensuring that the final questionnaire is both reliable and culturally appropriate for Malaysian hotel employees. A summary of respondents' feedback and the amendments made to the questionnaire as shown below.

Table 3.9
Summary of Feedback and Comments of Pre-Testing

Section (No.)	Feedback	Amendments
		<u>Amended Items:</u>
		5. Employment Type
		- Permanent
		- Contract / Temporary
Section A:	1. Remove Part-time on the employment type choices	
Demographic Background	2. Add "less than 2 years" on the job tenure / length of employment	8. Job Tenure / Length of Employment
		- Less than 2 year
		- 2 – 4 years
		- 5 -7 years
		- 8 – 10 years
		- 11- 13 years
		- More than 13 years
Section B:		<u>Amended Items:</u>
(I) Job Autonomy (Q1, Q5 & Q9)	1. Change method to workflows as Q3 already mention on the methods.	Q1: I am allowed to decide how to go about

2. Change (**when I do what**) to **time management**.

getting my job done (the workflows to use).

3. Improve the sentence.

Q5: I have some control over the sequencing of my work activities (time management).

Q9: I have some control over what I am supposed to accomplish (what my supervisor sees as my job objectives or aims).

Amended Items:

Section B:

(II) Work-Life Balance
(Q2)

1. Improving sentence to indicate focus on company policy.

Q2: I work from home according to the time set by the company (based on the company's policy).

Amended Items:

Section C:

Employee Engagement
(Q2 & Q5)

1. Standardize the word to "At my job".
2. Change to positive sentence.

Q2: At my job, I feel bursting with energy.

Q5: I can manage challenging task at my job.

After refinement, the instrument are finalised for full data collection. Proper pilot testing reinforces the overall quality of the research instrument and increases confidence that the data collected in the main survey yield meaningful and valid empirical insights.

3.5.2 Pilot test

A pilot test is an important preliminary step in survey research by conducting on a small sample of the target population. A pilot test is employed before the main research phase. This is a study designed to assess the quality and performance of the data collection instrument (Creswell & Creswell, 2020). This pilot study is primarily intended to determine if the questionnaire is clear, reliable, and valid to use in the main study and to identify any ambiguous or problem-causing questions that may result in respondent confusion or measurement errors associated with the survey questions (Pallant, 2020). Pilot testing helps refine question wording, confirm appropriate survey length, and evaluate internal consistency of multi-item scales.

The test was carried and done for 30 employees in an organization that has similar characteristics as that of the respondent. In accordance with methodological recommendations for instrument testing, a pilot test with at least 30 respondents was conducted to assess initial reliability and feasibility (Fried, 2025). Analysis for the pilot testing are done by utilizing Cronbach alpha, where anything above 0.70 is considered acceptable for the study (Babie, 2024). Item-total correlation analysis as well as exploratory factor analysis can also be employed in determining the poor performance of some items, as well as dimensionality.

3.6 Data Analysis

Data analysis constitutes an essential phase in quantitative research, as it translates raw data into meaningful insights that address research hypotheses and questions (Pallant, 2020). This study employs a sequence of analytical procedures to ensure both descriptive and inferential evidence on the variables influence employee engagement. Data analysis begins with data preparation, including screening for missing values,

coding of responses, and assessment of data normality, which is essential for ensuring that subsequent statistical techniques produce reliable and valid findings (Hair, Black, Babin, & Anderson, 2020). After data preparation, the study applies descriptive analysis to summarize respondents' profiles and initial patterns in the data. Following descriptive statistics, the degree of internal consistency and reliability exhibited by the measurement scales are assessed through reliability analysis, commonly using Cronbach's alpha (Pallant, 2020). Testing for normality and multicollinearity ensures that the data meet the assumptions required for inferential techniques such as multiple regression analysis (Hair et al., 2020).

In this study, inferential analysis is used to assess the proposed relationships between variables. Multiple regression analysis is the primary inferential technique because it allows for the simultaneous examination of the effects of multiple independent variables on the dependent variable. Multiple regression has been widely used in organisational studies to explore how predictors contribute to key outcomes, providing coefficients that indicate the strength and significance of relationships (Pallant, 2020). Prior hospitality research has demonstrated the effectiveness of regression methods in explaining employee behaviours and organisational outcomes, making it an appropriate tool for this study.

The use of software such as SPSS (Statistical Package for the Social Sciences) facilitates the analytical process by handling large datasets, generating descriptive and inferential statistics efficiently, and enabling interpretation of results with standard statistical criteria (Saito et al., 2025). Data analysis outputs include tables and charts that display distributions, central tendency measures, correlations, and regression results. These findings give a thorough insight of how the hotel workforce sees job

autonomy, work-life balance, and inclusive leadership, as well as how these perceptions statistically correlate with employee engagement.

3.6.1 Descriptive Analysis

Descriptive analysis describes the kinds of statistics that are utilized to describe and summarize the fundamental attributes of the data, providing an initial perspective on the characteristics of the respondents and the distribution of the variables (Pallant, 2020). The analysis are fundamental in summarizing data by unfolding the essential attributes that describe the characteristics of the data. Comparative variables such as mean, median, and mode describe the central point in a variable, which assists in determining the major accumulation point of the variables. Dispersive variables such as standard variance and range describe the fundamental attributes that determine the difference between variables from the mean point, which assists in gaining insight and perspective through variable comparisons. For instance, in hospitality studies, variables such as demographics, which comprise attributes such as age, gender, years of service, and departments, describe and establish sample perspective for the interpretation of inferential results (Saito et al., 2025).

In addition to demographic profiles, descriptive analysis of constructs of the variables provides insights into how hotel employees generally perceive these factors. This step can reveal whether perceptions are skewed positively or negatively, and whether engagement levels are uniformly distributed or vary significantly across the sample. Such preliminary findings are instrumental in shaping the discussion of results later in the thesis, as they establish patterns that may emerge in hypothesis testing. Hence, descriptive analysis forms the foundation of quantitative data interpretation,

summarizing key features of the dataset and preparing the ground for subsequent reliability, normality, and regression analyses.

3.6.2 Realibility Analysis

These findings offer a reliability study, which is critical for evaluating quantitative research instruments by determining their consistency in capturing constructs. Internal consistency assesses how items within a construct represent the same underlying notion, resulting in steady and predictable answers across comparable samples. This study looks at hotel employees' views of job autonomy, work-life balance, and inclusive leadership, as well as their statistical link to employee engagement (Saito et al., 2025). A widely accepted statistical metric for this purpose is Cronbach's alpha, which quantifies the average correlation among items in a scale; higher values suggest greater consistency among items (Pallant, 2020). In organisational and hospitality research, Cronbach's alpha values above 0.70 are generally interpreted as evidence of acceptable reliability, while values approaching or above 0.80 are regarded as good or excellent for multi-item constructs (Hair, Black, Babin, & Anderson, 2020; Pallant, 2020). The interpretation of Cronbach's Alpha values in this study follows the guideline presented in Table 3.10 .

Table 3.10
Rule of Thumb for Cronbach's Alpha

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

The pilot test conducted with all construct demonstrated excellent internal consistency reliability, as shown in the table below.

Table 3.11
Reliability Test of Variables

Variables	Number of Items	Cronbach's Alpha
Job Autonomy	9	.952
Work-Life Balance	8	.921
Inclusive Leadership	9	.966
Employee Engagement	10	.951

These values indicate that all instruments used in this study are reliable and suitable for full data collection. The reliability analysis in this study focused on all primary constructs: job autonomy, work life balance, inclusive leadership, and employee engagement. Prior hospitality and management research demonstrates the importance of reporting reliability coefficients to substantiate that constructs are measured with minimal random error (Saito et al., 2025). For example, a recent quantitative study in the hospitality sector employed both Cronbach's alpha and composite reliability to confirm that survey instruments exhibited values well above the 0.70 threshold, thus affirming strong internal consistency before conducting further analysis (Hair et al., 2020). Similarly, research in Malaysian service industries has utilised Cronbach's alpha to verify that instruments adapted for local cultural contexts maintain reliability, enhancing confidence that subsequent statistical tests are meaningful and interpretable (Saito et al., 2025).

In practice, reliability analysis in this study conducted using SPSS software, which calculates Cronbach's alpha for each variable's scale items. Items that contribute to a

lower alpha value may be examined for potential removal or rewording based on item-total correlations and inter-item consistency (Pallant, 2020). High reliability values supported the stability of the measurement instrument and enable the researcher to proceed with inferential tests such as multiple regression analysis with reduced concern about measurement error affecting analytical outcomes.

It is vital to remember that reliability is context dependent, which means that a scale that was reliable in one research may perform differently in another group or scenario. Therefore, reporting the actual reliability coefficients obtained from the data collected among Malaysian hotel employees is critical for transparency. Values above 0.70 indicate that the scales used are appropriate for use in hypothesis testing, meeting conventional standards in organisational research (Hair et al., 2020). Through rigorous reliability analysis, this study ensures that the constructs of all the variables are measured consistently, thereby strengthening the validity of conclusions drawn from the empirical findings.

3.6.3 Normality Testing

Normality testing is a crucial activity in the analysis of quantified data because most parametric statistical techniques, such as multiple regression analysis, require the residuals or variables to follow a normal distribution (Saito et al., 2025). The goal of normality testing is to determine the normality of the survey data obtained from hotel workers in terms of all variables and to determine if the data meets the assumptions of the parametric inferential test. Normality testing has a great influence on the validity of the significance test, as the departure of the normality assumption may influence the

standard error and hypothesis testing, resulting in the generation of biased results (Hair, Black, Babin, & Anderson, 2020).

For evaluating the normality of data, this research used both tests and plots, which complement each other in understanding the nature of the data distribution. For the evaluation of normality in small to medium sample sizes, the use of the Shapiro Wilk test has been thoroughly advised because of the higher power of the test in comparison with the Kolmogorov Smirnov test (Hair et al., 2020). The Shapiro-Wilk test asserts that if the p-value is larger than 0.05, the null hypothesis of normality cannot be rejected, implying that the dataset is regularly distributed (Babie, 2024). On the other hand, the Kolmogorov Smirnov test are used in the case of a larger sample in this research, not because of any restrictions imposed by the test on sample size but due to the limitations in terms of power associated with the Kolmogorov Smirnov tests in comparison with the Shapiro Wilk tests (Hair et al., 2020).

Should the normality assessment indicate significant deviations from normal distribution for key variables, appropriate remedies such as data transformation or the adoption of robust or nonparametric analytical techniques is considered to ensure the integrity of subsequent hypothesis testing (Saito et al., 2025). This study's methodological basis is strengthened by thorough normality testing, which ensures that inferential inferences derived from regression analyses are both accurate and reliable.

Table 3.12
Normality Test of Variables (3 lines)

Variables	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Job Autonomy	.178	197	<.001	.920	197	<.001
Work-Life Balance	.233	197	<.001	.876	197	<.001
Inclusive Leadership	.258	197	<.001	.853	197	<.001
Employee Engagement	.223	197	<.001	.884	197	<.001

a. Lilliefors Significance Correction

3.6.4 Multiple Regrression Analysis

The analysis is a popular inferential statistical tool in both organizational and hospitality settings, allowing for the evaluation of the combined influence of several independent factors on a single dependent variable (Saito et al., 2025). The purpose of this study is to assess how Job Autonomy, Work-Life Balance, and Inclusive Leadership impact employee engagement levels in Malaysia's hotel business. This analytical approach allowed the researcher to determine the distinct contribution of each aspect while taking into account the interactions with the other factors, clarifying the exact impact of company strategies and leadership positions on employee engagement (Hair et al., 2020).

In applied hospitality research, the analysis has been used to investigate the quantitative correlations between predictor factors and key workforce outcomes. This research has specifically identified work-life balance as a key predictor of employee engagement and productivity, implying that individuals who perceive an enhanced work-life balance are more involved in their jobs. (Kundi et al., 2021). Similarly, in a service organization context, multiple regression has been employed to jointly examine the effects of leadership behaviors and working conditions on a set of aggregate

performance, satisfaction, and engagement-related criteria, thus illustrating its validity as a theoretical model-testing tool (Ong et al., 2023; Karatepe et al., 2020).

The decision to utilize multiple regression in this study is based on its capacity to estimate parameters (beta coefficients) that show the direction and intensity of correlations between predictors and dependent variables (Saito et al., 2025). Standardised beta coefficients allow comparison across predictors, showing which variable has the most potent effect on employee engagement when analysed together. It also supplies levels of significance (p-values) to establish if the associations found in the analysis are likely to be due to chance rather than being fixed by such associations. Model fitness as a whole can then be determined by R-Squared Statistics indicating to what level variance in employee engagement levels are explained by the whole predictors (Hair et al., 2020).

Prior to conducting a regression analysis each requirement to be met includes those for linear associations, residuals having a normal distribution, equal variance for residuals, and there should not be any multicollinearity among independent variables (Babie, 2024). Once these are satisfied, technically sound information can be derived from multiple regressions. For instance, a high positive beta value for job autonomy would indicate job autonomy is likely to be followed by increased employee engagement. The presence of a significant coefficient value for inclusive leadership would offer evidence to support leadership development programs as a means for increased employee participation.

Overall, the analysis is a suitable and reliable approach for this study, allowing the researcher to evaluate the causal model outlined in previous chapters and provide information that may influence theoretical thinking and hotel management practice in Malaysia.

3.7 Conclusion

This chapter provide a full description of the methodological approach used in this research. It describes the methods used to gather, measure, and analyze data about job autonomy, work-life balance, and inclusive leadership. The chapter also seeks to evaluate the impact of these factors on employee engagement. Employing a quantitative approach with structured instruments and rigorous statistical procedures, including reliability testing, normality assessment, and multiple regression analysis, ensures that the study is conducted with methodological rigor and that the relationships among variables can be empirically examined (Hair, Black, Babin & Anderson, 2020). By addressing considerations such as sample selection, instrument validity, and adherence to analytical assumptions, this chapter confirms the appropriateness of the research design for generating valid findings and actionable recommendations for hotel management. Collectively, the methodological procedures outlined provide a robust foundation for the subsequent presentation of results, facilitating a comprehensive understanding of how job autonomy, work–life balance, and inclusive leadership influence employee engagement within the Malaysian hospitality industry.

CHAPTER FOUR

DATA ANALYSIS AND RESEARCH FINDINGS

4.1 Introduction

This chapter four main aim is to presenting the results of the statistical analysis in examine the effects of job autonomy, work-life balance, and inclusive leadership style on the employee engagement in the Malaysian hotel industry. The findings resuly are align with the study's objectives and hypothesis (Creswell & Creswell, 2020; Saito et al., 2025). The third reason for conducting analysis of results is done using a software program called IBM SPSS Statistics software. A host of credible literature has well established that the software has been credible and authentic to use in conducting quantitative study in all fields of social science and hotel management (Pallant, 2020; Field, 2024). There is a clear indication in this chapter of presenting results in a well-organized and systematic form of analysis of results using descriptive analysis techniques of statistics, result evaluation techniques of reliability verification and tests of normality and correlation analysis, and finally analyzing result significance using multiple regressions analysis techniques in determining a relevant significance of independent factors in relation to employees of engagement (Hair, Babin, Anderson, & Black, 2022).

4.2 Rate of Response

This study collected data using an online Google Form that was distributed through organisational communication channels such as email, WhatsApp groups, and internal networks. Since the link was openly shared and respondents could access it freely, it is hard to determine the right and exact number of respondents. Therefore, a conventional response rate could not be calculated. This limitation is common in online surveys

where the sampling frame is not fixed and participation cannot be fully tracked (AAPOR, 2023; Field, 2024).

By using the Google form in collecting data, a total of 204 responses were gathered. However, a total of 7 responses were eliminated as the respondents have less than 2 years working experience in the hotel. This result to only 197 legitimate responses for the analysis. Pallant (2020) and Hair et al. (2022) stated that this sample size is appropriate and suitable for descriptive analysis and multiple regression. Therefore, table 4.1 below provides a breakdown of the response rate based on the responses gathered in percentage terms.

Table 4.1
Response Rate

Item	Total	Percentages (%)
Total Response Received	204	100
Removal Responses	7	3.43
Valid and Useable Responses	197	96.57

4.3 Demographic Characteristics of the Participant

The demographic variables are described in the study through the use of frequency and percentage. These variables aid in understanding the background information of the participants. The variables considered for the study involve gender, age groups, marriage status, level of education, type of job, occupation level, department or working area, and tenure.

4.3.1 Gender

This subsection shows the gender distribution for the respondents. Analyzing the gender composition is key because gender diversity insights help in understanding the context associated with the experience and engagement in the hotel industry (ILO, 2021; Kim, 2024).

Table 4.2
Gender of Respondents

Gender	Frequency	Percentage (%)
Male	127	64.5
Female	70	35.5
Total	197	100.0

Based on the above table 4.2, it presents the gender distribution of respondents. Out of 197 valid respondents, 127 respondents (64.5 percent) were male, while 70 respondents (35.5 percent) were female. This shows that the majority of hotel employees participating in this study are men. This pattern is quite common in many hospitality settings where operational departments such as food and beverage, maintenance, and frontline service roles often employ more male workers (Baum, 2020; WTTC, 2023).

Although female participation is lower, the proportion remains significant and reflects the continued involvement of women in hotel service roles, particularly in customer service, housekeeping, and administrative functions (ILO, 2021). Understanding gender distribution is important, as gender differences can influence perceptions of work environment, leadership, and engagement outcomes (Kim, 2024). Therefore, the gender composition in this study provides useful context for interpreting subsequent analysis.

4.3.2 Age Group

Age profile in demographic background is important because it helps to explain work attitudes, engagement levels, and workplace expectations within the hospitality industry (ILO, 2021; WTTC, 2023).

Table 4.3
Age Group of Respondents

Age Group	Frequency	Percentage (%)
Below 25 years	27	13.7
25 – 34 years	66	33.5
35 – 44 years	71	36.0
45 – 54 years	19	9.6
55 and above	14	7.1
Total	197	100.0

According to the table 4.3, the majority and largest of respondents were employee from the age of 35 to 44 years which is 36%. The result followed by the employee age from 25 to 34 years, which is 33.5%. This indicates that most participants are mature working adults who are likely to possess stable job experience and higher work responsibilities within their organisations. Younger respondents below 25 years accounted for 13.7 percent, suggesting lower youth representation in the dataset. Meanwhile, respondents aged 45 to 54 years (9.6 percent) and 55 years and above (7.1 percent) formed the smallest groups.

This age distribution reflects the nature of the hotel industry, where a large proportion of employees typically fall within the productive mid age workforce who possess relevant experience and career stability (Baum, 2020; WTTC, 2023). Previous studies suggest that employees within these age groups tend to demonstrate stronger job

commitment, organisational attachment, and engagement levels due to accumulated experience and career maturity (Kim, 2024; ILO, 2021). Therefore, the age profile presented in this study provides useful context for interpreting employee engagement findings in later sections.

4.3.3 Marital Status

Marital status is an important demographic factor as it may influence employees' work commitment, stress levels, and engagement in the workplace (ILO, 2021; Kim, 2024).

Table 4.4
Marital Status of Respondents

Marital Status	Frequency	Percentage (%)
Single	63	32.0
Married	130	66.0
Other	4	2.0
Total	197	100.0

Based on Table 4.4, the result indicate that most of the employees in the hotel are married, which the population representing 66.0 percent of the total sample. Meanwhile, 32.0 percent of the respondents were single, and only 2.0 percent reported being in the “other” category. This distribution suggests that most participants come from a more stable life stage, often associated with higher levels of career maturity, responsibility, and long term employment commitment (Baum, 2020; WTTC, 2023).

Previous research has noted that married employees may display stronger engagement and organisational loyalty due to greater financial and family responsibilities, as well as a stronger desire for job security (ILO, 2021; Kim, 2024). Therefore, the dominance

of married respondents in this study provides a meaningful background for interpreting employee engagement levels in later sections.

4.3.4 Education Level

This subsection describes the education level of the respondents. Educational background is important as it may influence employees' skills, attitudes, and engagement levels in the hospitality workplace (ILO, 2021; WTTC, 2023).

Table 4.5
Education Level of Respondents

Education Level	Frequency	Percentage (%)
High School	44	22.3
Certificate or Diploma	86	43.7
Undergraduate Degree or Professional Certification	62	31.5
Master Degree	5	2.5
Total	197	100.0

As shown in Table 4.5, respondents with Certificate or Diploma qualifications formed the largest group at 43.7 percent, followed by those with an Undergraduate Degree or Professional Certification at 31.5 percent. Meanwhile, 22.3 percent of respondents completed high school education, while only 2.5 percent held a Master's degree. This distribution reflects the typical educational structure of the hospitality workforce, where many operational and frontline roles are filled by employees with diploma level qualifications and industry focused training (Baum, 2020; WTTC, 2023).

The presence of respondents with tertiary education also indicates growing professionalisation in the hotel industry, as higher education is increasingly linked with better service quality, competency, and engagement (Kim, 2024). Previous studies have

found that education level may influence how employees perceive leadership practices, job autonomy, and work life balance, which may later affect engagement outcomes (ILO, 2021). Therefore, the education profile contributes valuable context when interpreting the study findings.

4.3.5 Employment Type

This subsection presents the employment status of the respondents. Employment type is important because permanent and contract employees may experience workplace stability, motivation, and engagement differently (ILO, 2021; WTTC, 2023).

Table 4.6
Employment Type of Respondents

Employment Type	Frequency	Percentage (%)
Permanent	179	90.9
Contract / Temporary	18	9.1
Total	197	100.0

According to the table above, most of the respondents in the hotel are working permanently, which the result accounting for 90.9 percent, while only 9.1 percent were contract or temporary staff. This indicates that most participants had stable employment arrangements within their hotels. Stable employment is often associated with stronger organisational attachment, higher job motivation, and better engagement levels as they feel appreciated (Baum, 2020; Kim, 2024).

Meanwhile, smaller proportion of contract employees reflects common practices in the hospitality sector, where permanent staffing is prioritised for operational continuity, while temporary roles are usually related to seasonal demand or specific hotel functions

(ILO, 2021; WTTC, 2023). The dominance of permanent employees in the sample strengthens the suitability of the findings in representing long term workforce experiences in Malaysian hotels.

4.3.6 Occupation Level

This subsection explains the occupation level of respondents. Job position is important because roles and levels of responsibility can influence how employees experience engagement, autonomy, work life balance, and leadership support in hospitality organisations (Baum, 2020; Kim, 2024).

Table 4.7
Occupation Level of Respondents

Occupation Level	Frequency	Percentage (%)
Frontline Staff (Receptionist, Waiter, Housekeeping)	94	47.7
Supervisor	52	26.4
Officer	51	25.9
Total	197	100.0

As presented in Table 4.7, the largest proportion of respondents were frontline staff at 47.7 percent, followed by supervisors or team leaders at 26.4 percent and executives or officers at 25.9 percent. This reflects the operational nature of the hotel industry, where frontline roles form the backbone of daily service delivery and guest interaction (WTTC, 2023). Frontline employees often face high service demands and frequent customer engagement, making them central to studies on employee engagement and workplace experience (Baum, 2020).

The presence of supervisors and executive level respondents also strengthens the dataset, as it allows comparison across different organisational levels. Previous research suggests that employees at different job levels may perceive autonomy, leadership, and work life balance differently, which can shape their engagement outcomes (ILO, 2021; Kim, 2024). Therefore, the occupation profile provides meaningful context for interpreting findings in later sections.

4.3.7 Department / Working Area

This subsection presents the working departments of the respondents. Departmental placement is important because job roles and work environments may influence workload, interaction levels, and ultimately employee engagement in hospitality settings (Baum, 2020; WTTC, 2023).

Table 4.8
Department / Working Area

Department / Working Area	Frequency	Percentage (%)
Front Office	11	5.6
Food and Beverage (F&B)	81	41.1
Housekeeping	37	18.8
Sales and Marketing	10	5.1
Maintenance or Engineering	31	15.7
Administration or HR	15	7.6
Other	12	6.1
Total	197	100.0

As shown in table above, most of the respondents are working in the Food and Beverage section in the hotel, representing 41.1 percent of the sample. This was followed by Housekeeping at 18.8 percent and Maintenance or Engineering at 15.7 percent. Smaller

proportions came from Administration or HR (7.6 percent), Front Office (5.6 percent), Sales and Marketing (5.1 percent), and other departments (6.1 percent).

This distribution reflects the workforce structure of most hotels, where Food and Beverage and Housekeeping typically employ the largest number of staff due to high guest service demands and operational requirements (ILO, 2021). Employees in these departments usually face fast paced environments and direct interaction with guests, which may shape their perceptions of autonomy, leadership support, and work life balance (Baum, 2020; WTTC, 2023). Therefore, having strong representation from these operational areas enhances the relevance of the study findings for real hotel settings.

4.3.8 Tenure / Length of Employment

Length of employment is important because working experience may influence familiarity with workplace systems, commitment level, and employee engagement (ILO, 2021; Kim, 2024).

Table 4.9
Tenure / Length of Employment

Job Tenure	Frequency	Percentage (%)
2 to 4 years	54	27.4
5 to 7 years	63	32.0
8 to 10 years	32	16.2
11 to 13 years	16	8.1
More than 13 years	32	16.2
Total	197	100.0

As shown in Table 4.9, the results show that most of the respondent have 5 to 7 years working experience in the hotel, representing 32.0 percent, followed by 27.4 percent with 2 to 4 years of experience. In addition, 16.2 percent had worked for 8 to 10 years, another 16.2 percent for more than 13 years, while 8.1 percent had between 11 to 13 years of service.

This indicates that most respondents had considerable working experience in the hotel industry, suggesting good familiarity with organisational practices, leadership styles, and work expectations. Employees with longer tenure often demonstrate stronger loyalty and deeper understanding of work processes, which may positively influence engagement and performance (Baum, 2020; WTTC, 2023). At the same time, experienced employees may also be more sensitive to issues related to workload balance, autonomy, and leadership fairness, which aligns with the focus of this study (ILO, 2021; Kim, 2024). Therefore, the tenure profile provides meaningful support for interpreting the results in later sections.

Table 4.10
Summary of Demographic Profile

Particulars	Variables	Frequency (N)	Percentage (%)
Gender	Male	127	64.5
	Female	70	35.5
Age	Below 25 years	27	13.7
	25 – 34 years	66	33.5
	35 – 44 years	71	36.0
	45 – 44 years	19	9.6
	55 and above	14	7.1
Marital Status	Single	63	32.0
	Married	130	66.0
	Other	4	2.0
Education Level	High School	44	22.3
	Certificate or Diploma	86	43.7
	Undergraduate Degree /	62	31.5
	Professional Certification		

Employment Type	Master Degree	5	2.5
	Permanent	179	90.9
	Contract / Temporary	18	9.1
Occupation Level	Frontline Staff (Receptionist, Waiter, Housekeeping)	94	47.7
	Supervisor	52	26.4
	Officer	51	25.9
Department / Working Area	Front Office	11	5.6
	Food and Beverage	81	41.1
	Housekeeping	37	18.8
	Sales and Marketing	10	5.1
	Maintenance/ Engineering	31	15.7
	Administration/HR	15	7.6
	Other	12	6.1
Job Tenure / Length of Employment	2 to 4 years	54	27.4
	5 to 7 years	63	32.0
	8 to 10 years	32	16.2
	11 to 13 years	16	8.1
	More than 13 years	32	16.2

4.4 Normality Test

Evaluating the distribution of data for normality provides as an overview of statistical techniques. The curved shape distribution indicates as a data distribution normally. According to Hair et al., (2014), normality of data distribution used to evaluate by skewness and kurtosis distribution. Pallant's (2020) methodology mentioned that dividing skewness by kurtosis distribution determined the z-score. The z-score fall outside ± 2.58 at a confidence level of 99%, when the data distribution is non-normal.

Data on the main study variables were submitted to normality testing. This is to test data whether its appropriate for further statistical analysis. Normality was tested based on descriptive measures, namely values of skewness and kurtosis, graphical inspections, and formal tests of normality-the Kolgomorov Smirnov and Shapiro Wilk tests.

4.4.1 Descriptive Measures of Normality

According to the table below, the descriptive statistics of the composite means of the studies variables are shown based on the result gathered.

Table 4.11
Descriptive Statistics of Composite Variables

Variable	Mean	Std. Deviation	Skewness	Kurtosis
Job Autonomy	4.1027	0.5890	-0.259	0.483
Work Life Balance	4.0381	0.6496	-0.714	1.903
Inclusive Leadership	4.0959	0.6386	-0.617	1.143
Employee Engagement	4.1107	0.5983	-0.147	-0.376

Based on the data, the skewness values ranged between -0.714 and -0.147. Kurtosis values were within the commonly accepted range. According to Hair et al. (2022), skewness and kurtosis values within ± 2 are acceptable for large samples.

4.4.2 Formal Tests of Normality

According to the table below, the normality test by using Kolmogorov Smirnov and Shapiro Wil tests are shown.

Table 4.12
Tests of Normality

Variable	Kolmogorov Smirnov Sig.	Shapiro Wilk Sig.
Job Autonomy	.000	.000
Work Life Balance	.000	.000
Inclusive Leadership	.000	.000
Employee Engagement	.000	.000

All variables recorded statistically significant values for both tests. This outcome is commonly observed in studies with larger sample sizes, where normality tests tend to be highly sensitive (Pallant, 2020).

4.4.3 Normality Assumption and Analytical Decision

Although the formal tests indicated deviations from normality, the skewness and kurtosis values remained within acceptable limits. The sample size of 197 exceeds the threshold commonly associated with the Central Limit Theorem (Field, 2020). Based on these results, the data were considered appropriate for parametric statistical analyses. Correlation and multiple regression analyses were therefore conducted.

4.5 Reliability Analysis

The reliability of the variables for all the variables used within the study was ascertained through the utilization of Cronbach's alpha. The actual test was performed on 197 employees of a given organization which has similar characteristics with the actual respondent. The data was subjected to the test on 4 variables which were obtained within the study. If the value of the alpha Cronbach exceeds 0.7, it shows the validity or reliability of the item tested to be reliable and acceptable. From the Table 4.12, all variables reliability is high.

Table 4.13
Reliability test of Actual Study

Variables	Number of Items	Cronbach's Alpha
Job Autonomy	9	0.950
Work-Life Balance	8	0.958
Inclusive Leadership	8	0.983
Employee Engagement	10	0.958

4.5.1 Realibility of Job Autonomy

The data in Table 4.13 shows the internal consistency analysis for construct job autonomy. This construct has 9 items with a result of Cronbach's alpha of 0.950. This indicate a strong internal consistency (Hair et al., 2022). Every item's have the correlation with the total of more than 0.70, where this show a substantial relationships (Pallant, 2020).

4.5.2 Reliability of Work-Life Balance

The construct had eight items, and Cronbach's alpha was 0.958. This has been measured to have a strong of internal consistency for the scale of measurement of the items (Sekaran & Bougie, 2021). The values for all items have been measured to have strong corrected item to total correlation values. This shows that all questions have been responded to uniformly. No items have been deleted, and alpha values for scales have remained high (Hair et al., 2022).

4.5.3 Realibility of Inclusive Leadership

The result and value of 0.983 was recorded from the calculation for the 9 items for inclusive leadership. A level closer to one is ideal for a scale because it ensures that the measurements taken for a particular variable always show a high level of consistency (Pallant, 2020). All corrected item totals for the items in the scale surpassed the acceptable level. All items were thus suitable for further analyses (Hair et al., 2022).

4.5.4 Realibility of Employee Engagement

The section consists of ten questions and result to a Cronbach alpha of 0.958. This is a good indication of the scale having high internal consistency among the measurement

questions (Sekaran & Bougie, 2021). The corrected item total correlations for the questions were all satisfactory. This is a good indication that the questions have been included in the overall consistency of the measurement scale. As such, all the questions are acceptable for conducting statistical analysis (Pallant, 2020).

4.5.5 Summary of Reliability Results

In general, the variables in the study showed Cronbach's alpha values above the minimum of 0.70. The findings show that all constructs had acceptable internal consistency. The results of reliability are acceptable and enable using all constructs for correlation and multiple regressions analysis (Hair et al., 2022).

4.6 Descriptive Analysis of Variables

Descriptive analysis was employed to generate an overall view of the perceptions of the respondents through the mean and standard deviation scores for the constructs employed (Pallant, 2020). The analysis is help to review the normality of the data prior to performing further statistical tests.

According to the table below, it show the result of mean and standard deviation statistics concerning job autonomy, work life balance, inclusive leadership, and employee engagement. Any mean value above 3.00 shows that respondents tended to be in agreement with the items being measured, as they used a five-point Likot scale, as suggested by Hair et al. (2022).

Table 4.14
Descriptive Analysis of Constructs

Variable	N	Minimum	Maximum	Mean	Standard Deviation
Job Autonomy	197	1.78	5.00	4.1027	0.58901
Work-Life Balance	197	1.00	5.00	4.0381	0.64962
Inclusive Leadership	197	1.44	5.00	4.0959	0.63855
Employee Engagement	197	2.50	5.00	4.1107	0.59833

Collectively, it can be concluded that all variables tended to exhibit relatively high mean scores, ranging between 4.04 and 4.11, signifying that all variables tended to receive strong responses from all variables under test. Job autonomy have a mean value of 4.10, with a standard deviation value of 0.59. The result and value implies that responses about this variable tended to fall within a narrow margin, with little variation amongst them (Sekaran & Bougie, 2021).

Work life balance recorded a mean value of 4.04 with a standard deviation of 0.65. These values indicate that respondents' responses were generally above the scale midpoint, with moderate variability observed across the sample.

Inclusive leadership also recorded a mean value of 4.10 and the standard deviation value of 0.64. The results indicate that responses were relatively consistent among respondents, as reflected by the standard deviation value.

Employee engagement reported the highest mean value at 4.11 and the standard deviation of 0.60. The dispersion of responses was relatively low, suggesting a similar pattern of responses across the sample for this variable (Hair et al., 2022).

Taken together, the descriptive results indicate that all study variables demonstrated high mean values with relatively low variability.

4.7 Correlation Analysis

This section presented and report the correlation analysis between variables in the core study. Correlation analysis is used to examine the correlations of the variables in the study (Pallant, 2020). Essentially, the analysis determined the nature of the relationship and the strengths of the relationships between the variables.

4.7.1 Correlation Between Study Variables

Correlation coefficients range from -1 to +1, with values closer to +1 indicating a strong and high positive relationship (Field, 2020).

Table 4.15
Correlation Coefficients of Variables

Variable	Job Autonomy	Work Life Balance	Inclusive Leadership	Employee Engagement
Job Autonomy	1	.696**	.809**	.761**
Work Life Balance	.696**	1	.829**	.726**
Inclusive Leadership	.809**	.829**	1	.834**
Employee Engagement	.761**	.726**	.834**	1

Note: $p < 0.01$ (two tailed)

The results have shown that all of the variables in the studies were positively and significantly related to employee engagement at 0.01 significance levels. Job autonomy has a positive correlation value of $r = .761$ with employee engagement. Work-life balance has a positive correlation value of $r = .726$ with employee engagement. The positive correlation value of inclusive leadership with employee engagement is $r = .834$.

In addition, strong positive correlations among the independent variables. Job autonomy was strongly correlated with inclusive leadership ($r = .809, p < 0.01$). Work-life balance also showed a strong positive correlation with inclusive leadership ($r = .829, p < 0.01$).

Overall, the correlation analysis indicates significant positive associations among all study variables. These results provide an empirical basis for proceeding to multiple regression analysis to further examine the relationships among the variables (Hair et al., 2022).

4.8 Multiple Regression Analysis

Multiple regression analysis was used to calculate and determine the potential of several independent variables for a single dependent variable (Hair et al., 2022; Pallant, 2020).

The multiple regression analysis was employed using SPSS software on 197 valid responses collected for this study.

4.8.1 Model Summary

The results show a strong overall relationship between the independent variables and employee engagement.

Table 4.16
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.849	.720	.716	.31905	2.163

The R Square is 0.720, indicating that the model was able to explain precisely 72.0% of the variation in employee engagement using the three variables (Hair et al., 2022).

4.8.2 Analysis of Variance

According to the table below, it presents the results of the ANOVA analysis.

Table 4.17
ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	50.521	3	16.840	165.432	.000
Residual	19.647	193	.102		
Total	70.168	196			

The F value of 165.432 with a significance level of $p < 0.001$ indicates that the regression model was statistically significant (Pallant, 2020).

4.8.3 Regression Coefficients

The coefficients indicate the contribution of each predictor to employee engagement while controlling for the other variables.

Table 4.18
Regression Coefficients

Predictor	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
Constant	.601	.166		3.619	.000		
Job Autonomy	.247	.066	.243	3.741	.000	.344	2.910

Work Life Balance	.084	.063	.091	1.339	.182	.312	3.209
Inclusive Leadership	.526	.078	.562	6.740	.000	.209	4.790

Autonomy at work leads to higher employee engagement ($\beta = 0.243, p < 0.001$). Work-life balance positively affects engagement, although not significantly ($\beta = 0.091, p > 0.05$). Inclusive leadership had the most positive influence on employee engagement ($\beta = 0.562, p < 0.001$).

4.8.4 Multicollinearity Assessment

The tolerance values for all variables have been measured to be more than 0.10, and the values of VIF for all variables have been less than 5.0, implying that there is no issue of multicollinearity in the regression model (Hair et al., 2022).

4.8.5 Summary of Regression Findings

Overall, the multiple regression analysis shows that job autonomy and inclusive leadership were statistically significant predictors of employee engagement. Inclusive leadership recorded the largest standardised coefficient among the predictors. These results provide an empirical basis for further discussion in Chapter Five.

4.9 Hypothesis Testing Summary

During hypothesis testing, the significance, direction, and value of regression coefficients for every independent variable on employee engagement were investigated (Pallant, 2020). A significant level of $p < 0.005$ was taken for accepting the hypothesis (Hair et al., 2022)

Table 4.19
Summary of Hypothesis Testing

Hypothesis	Statement	Findings
H1	There is a significant relationship between job autonomy and employee engagement in hotel industry	Supported
H2	There is no significant relationship between work-life balance and employee engagement in hotel industry	Not Supported
H3	There is a significant relationship between inclusive leadership and employee engagement in hotel industry	Supported

Hypothesis 1: Job Autonomy and Employee Engagement

Based on the result, it show that job autonomy significantly have a positive affects employee engagement. The analysis findings have confirmed that there is a positive relationship between job autonomy and employee engagement. As a result, the hypothesis has been proven and based on Ryan & Deci (2020), autonomy and freedom in workplace improves individual identification within the company.

Hypothesis 2: Work Life Balance and Employee Engagement

Although based on the result, the regression coefficient was positive, but not statistically significant ($\beta = 0.091$, $p > 0.05$). Consequently, Hypothesis 2 is not supported, indicating that work-life balance does not predict employee engagement significantly when controlled for other organizational variables.

Hypothesis 3: Inclusive Leadership and Employee Engagement

From the above result, it has been observed that the impact of inclusive leadership on employee engagement is very significant and strong in nature because its value is .562 and p-value is less than 0.001. Since the p-value is less than 0.001, Hypothesis 3 is

accepted and it has been asserted that inclusive leadership is the strongest predictor among the given research work as explained in the theory by Liu et al. (2024).

In conclusion, out of the three hypotheses formulated, two have proved themselves to be correct statements. Both job autonomy and inclusive leadership are major factors in determining job engagement, and work life balance does not form any predictive level of significance in relationship to job engagement in a regression analysis. The above-mentioned results clearly serve as an effective basis for applying scientific procedures in connection with chapter five implications.

4.10 Conclusion

This chapter highlighted the empirical results of this research based upon data collection from 197 employees in Malaysian hotels. The results included information based upon demographic data, descriptive data, data identifying reliability, correlation analysis, regression analysis, and hypothesis testing using SPSS software. The results showed overall strong values of reliability of all measurement scales, along with quite positive views of autonomy in work, work-life balance, inclusive leadership, and employee engagement.

According to the findings, work autonomy and inclusive leadership both improve employee engagement, with inclusive leadership having the greatest benefit. Meanwhile work-life balance, when paired with other variables, does not predict employee engagement.

CHAPTER FIVE

DISCUSSION

5.1 Introduction

This chapter present about the key finding of the study by connecting them with research objectives, interests, and theoretical perspectives. This chapter underlines that autonomy at work, work-life balance, and open leadership are critical elements for boosting employee engagement among hotel employees in Malaysia. This chapter connects research research research research findings with recent theoretical contributions and research on this topic, addressing theoretical contributions and their applications in managing a hotel. Finally, it points out research flaws and suggestions for future research that could help enhance knowledge of employee engagement from a hospitality perspective.

5.2 Summary of Key Findings

The summary of the chapter helped in providing an overview of the primary findings of the study, which it aligned with the research objectives and based on the emperical data. Hence, the descriptive study have indicates that the hotel employee's in Malaysia experience high levels of job autonomy, work-life balance, inclusive leadership, and employee engagement. This is because the reflected mean values are favoring the positive half of the scale. This depicts that the attitudes towards the prevailing conditions of work, together with the nature of leadership within the hotels, are positive, which is a random trend contrary to that established by existing literature in the hospitality industry since the COVID-19 pandemic has passed, as Baum et al. (2020) and Saito et al. (2025) documented.

In connection with the first research question, having autonomy at work had a positive effect on work engagement. Employees who enjoyed a level of flexibility and discretion over how and when their work schedules were carried out reported a higher level of vigor, absorption, and dedication. This finding is a powerful validation of self-determination theory and its postulates about the constructs of autonomy as a psychological need that results in greater intrinsic motivation and work engagement (Ryan and Deci, 2020; Van Den Broeck et al., 2021). Autonomy at work has had positive implications in service work and within the tourism sector as well. These include considerations of freedom and trust (Kundi et al., 2021).

Inclusive leadership stood out as the most reliable factor to predict employee engagement outcomes in the regression model. Employees tend to strongly engage in their roles if the leader is seen as more accessible and supportive. This supports social exchange theory because employees tend to return the positive treatment by feeling more involved in the workplace (Cropanzano & Mitchell, 2022; Liu et al., 2024). The significance of the study is applicable in the hotel sector for a number of reasons. Firstly, the sector involves teamwork and direct contact, hence social interaction (Ong et al., 2023).

Contrary to what was expected, results did not indicate a significant positive relationship between work-life balance and employee engagement when tested simultaneously with autonomy and inclusive leadership. In fact, although a positive relationship between work-life balance and employee engagement was established, its significance decreased in a multivariate analysis. It can be seen that employees consider

more than work-life balance when assessing their engagement with respect to their workplace (Kundi et al., 2021; Saito et al., 2025). In a practical hotel scenario, employee engagement could be more a function of work-related experiences and feelings of control rather than work-life balance (Kundi et al., 2021; Saito et al., 2025).

In general, the regression model proved highly explanatory, which means that the cumulative influence of job autonomy, work-life balance, and inclusive leadership presents a very useful paradigm through which employee engagement in the Malaysian hotel industry can be understood. Taken together, the above findings unequivocally support the research aims and provide a robust basis upon which the observations presented in the remainder of this chapter may be explored in further depth.

5.3 Discussion of Findings

In terms of the first research question, autonomy at work positively and significantly influenced employee engagement. The more an employee had greater discretion over how they worked and when they undertook their schedules, the greater the levels of vigour, absorption, and dedication. Such a conclusion gives powerful support to self-determination theory and such of its assertions on autonomy as being an important psychological need leading to increased intrinsic motivation and employee engagement (Ryan and Deci, 2020; Van Den Broeck et al., 2021). Autonomy at work has also yielded positive results in service delivery contexts and the hospitality industry. These include issues of discretion and trust (Kundi et al., 2021).

5.3.1 Job Autonomy and Employee Engagement

Findings from this study indicate that job autonomy is an important factor that has a significant positive association with employee engagement in the hotel industry in Malaysia. Hypothesis 1 is accepted since it is true. The findings from the hypothesis indicate that employees who are more autonomous in terms of how they do their job tasks are most likely to be involved and motivated in the job.

Indeed, this empirical result is very much in sync with Self-Determination Theory that reacted to autonomy as a psychological need that increases intrinsic work motivation and engagement (Ryan and Deci, 2020). When employees have trust and autonomy regarding making decisions and handling their work process, there are more chances that they would commit energy, dedication, and focus to work. Being a service industry where flexibility and instant decisions are required regarding handling customers, autonomy enables employees to meet customer needs that further promotes feelings of competence and ownership at work.

This finding is confirmed by earlier research within the hospitality industry. An engagement study carried out with workers from hotels in Turkey and Asia concluded job autonomy had a strong positive impact on employee engagement, as autonomy led to less job-related burn-out, increasing the meaning found in work (Karatepe et al., 2020; Van den Broeck et al., 2021). Comparable effects were produced within the service sectors, with autonomy allowing service workers to personalize their customer interactions and handle work-related demands (Grobelna & Tokarz-Kocik, 2023).

Regarding this Malaysian context, the results are in accordance with previous findings. Study findings by Ong, Rahim, & Jauhar, (2023) revealed that Malaysian service employees who perceived more autonomy exhibited more employee engagement and

exhibited a considerable intention to stay in their organisation. This finding is applicable to hotels, considering that strict protocols, alongside the organisational structure, restrict employee autonomy. Based on this study, even a level below maximum autonomy can offer significant improvement to employee engagement, provided that they are viewed favorably by the organisation.

Autonomy enables employees in the hotel sector to carry out their roles with more confidence. Employees working in the hotel sector have to deal with consumer complaints, special demands, and limitations that cannot easily be addressed through standard operating procedures. By giving autonomy, employees can make decisions and change their service delivery in no time. Taking ownership of service quality helps create attachment towards the job, thereby increasing the engagement level.

Hence, the above results have collectively confirm the importance of job autonomy in the hospitality industry. Autonomy helps the individual to fulfill the inborn psychological need, leading to motivation and increasing their engagement. In designing jobs and leadership practices that balance operational control with employee discretion, Malaysian hotels have to underline the importance of sustaining high levels of engagement and service performance. Thus, findings support Hypothesis 1, proposing that job autonomy has a positive significant effect on employee engagement.

5.3.2 Work Life Balance and Employee Engagement

These results show that, when it comes to autonomy and support for inclusive leadership, work-life balance fails to have a direct, statistically significant effect on promoting employee engagement. This means that hypothesis 2 has not been supported. This was a contradictory observation because, at the bivariate test, work-life balance showed a positive correlation to employee engagement but was unable to demonstrate

it when it acted as an individual predictor for employee engagement for multiple regression analysis (Kundi et al., 2021; Ong et al., 2023).

One of the possible explanations lies in how employees assess their work experience within a hotel background. Work life balance is established as a function of employees' perceptions of work ability and personal duties, and it is independent of a motivational or relativistic process. Taking into account job autonomy and inclusive leadership as a joint element, it was noticed that employees valued their work life experiences, especially their daily work experiences, more, especially task control and supervisory treatment (Ryan & Deci, 2020; Van den Broeck et al., 2021).

The nature of the work in the hospitality industry in Malaysia could also provide insight in regards to the result obtained in the study. The nature of hospitality jobs can include irregular working schedules, shift working, and interaction with guests. Under such circumstances, employees could find reduced work life balance as part of the nature of their work and not something that affects their engagement levels directly (Baum et al., 2020; Saito et al., 2025).

Cultural considerations can moreover shed light here. In a collectivist culture like the one that prevails in Malaysia, the worker may attach more importance to respect between persons as well as between the worker and the administration, in addition to job protection. Previous research on the service context of Asia indicates that the worker can remain dedicated even under less-favourable balance conditions whenever he/she feels trusted and respected by the administration (Noor & Abdullah, 2022; Ong et al., 2023).

In summary, it appears from the results that although work-life balance is a continued concern for employee wellness, work-life balance fails to independently contribute

towards enhancing employee engagement within the Malaysian hotels context. On the other hand, it appears that employee engagement is more closely related with employee views of leadership behavior within their work roles. As such, it appears that Hypothesis 2 is rejected since it claimed that work-life balance is positively related with employee engagement.

5.3.3 Inclusive Leadership and Employee Engagement

The result of the above-mentioned study shows that inclusive leadership has positively influenced employee engagement in a strong and significant way. Hence, hypothesis 3 is fully supported. Among all the hypotheses, inclusive leadership is found to be the most dominant factor that determines employee engagement in the Malaysian hotel industry.

This is quite easily understood in terms of the Social Exchange Theory because it states that workers tend to reciprocate good experiences in terms of positive attitudes towards the leadership (Cropanzano & Mitchell, 2022). By leveraging transparent leadership strategies, workers tend to identify the exchange experience as supportive and trusting. As such, workers are very likely to put more effort into their work because it plays a core part in employee engagement strategies (Liu et al., 2024).

Furthermore, the concept of inclusive leadership may well have a part to play in introducing a culture of psychological safety at the workplace as well. Psychological safety in the sense of an employee feeling the freedom to discuss their opinions and participate in the process without any negative consequences (Shore et al., 2022). Psychological safety emerges as an essential ingredient in the hotel scenario as the service delivery involves a unified effort of all the staff members of the hotel (Pagisi, 2025).

The role of leadership acquires significance in the field of the hospitality industry owing to the high levels of emotional labor, non-standard working hours, and continuous interaction with customers. The employees in the hotel industry are mostly working under stress and dealing with both customer and organizational expectations. Friendly and inclusive leaders mitigate such challenges through the provision of emotional support and direction to the employees, hence improving their sense of belonging. (Baum et al., 2020; Giousmpasoglou & Marinakou, 2024).

This is also confirmed through empirical studies that have been carried out in hospitality and service contexts. Consequently, studies reveal that inclusive leadership boosts engagement given that it enhances trust, leader-member relationships, and perceptions of organizational support. Considering the diversity of this workforce and the collective nature of the overall culture in Malaysia, inclusive leadership becomes all the more relevant; respectful and fair leadership behaviors, which underpin this style of leadership, are very important drivers of employee attitudes and commitment.

Overall, the results support that having employees as your core business is significant to employee engagement for hotels. As outlined above, employee motivation and employee engagement are steered by distinguished leadership, and this requires effective leadership development exercises. As such, there is support for Research Question 3, which assessed whether there was positive influence between comprehensive leadership and employee engagement. Consequently, employee motivation and employee engagement are steered by distinguished leadership, thereby requiring effective leadership development exercises. Hence, Research Question 3 is accepted.

5.4 Theoretical Implications

The contribution of the current study arises within organisations and the hospitality industry context, as it provides a more insightful perspective into the matter of employee engagement and how it is influenced within hotel settings. On one hand, the results of the study form substantial empirical evidence for the application of the concept of Self Determination Theory, as it reveals the significant influence of autonomy in the workplace as far as the promotion of employee engagement is concerned. As a matter of fact, hotel employees who enjoy higher autonomy concerning the structuring and implementation of their duties and responsibilities are likely to feel more driven, stimulated, and psychologically engaged within the context of their duties.

This study also reinforces Social Exchange Theory because of its focus on the core role of inclusive leadership in promoting employee engagement. This positive correlation between inclusive leadership and engagement indicates that there is a two-way process in which employees feel happy because of the fairness, respect, and support they receive from their leaders. With regard to the context of a hospitality organization where interaction occurs between the working personnel and their superiors on a daily basis, such as a restaurant or a lodging establishment, such characteristics of a leader are therefore seen to be imperative as they affect attitudes and behavior associated with work (Cropanzano & Mitchell, 2022; Liu et al., 2024).

On the other hand, the variable of work-life balance did not prove to be a significant predictor for employee engagement when tested concurrently with job autonomy and leadership behavior. It can be seen that the variable of work-life balance is more of a contextual variable than something that can be explained by a particular paradigm. While balance remains important for employee wellbeing, it does not independently

explain engagement outcomes in operational hotel settings, where daily work experiences and leadership interactions are more immediately salient (Kundi et al., 2021; Ong et al., 2023).

By considering these variables in together, the study contributes to the theory of engagement by establishing that motivational and relational mechanisms bear greater explanatory weight than contextual conditions. Results indicate that employee engagement in hotels is influenced more strongly by how employees are treated by their leaders and the degree of autonomy they experience within their roles, rather than solely by balance considerations. This provides a more fine-grained understanding of engagement formation in service-intensive work environments (Saito et al., 2025).

The study further adds context specific theoretical value by focusing on the Malaysian hotel industry, where empirical research on employee engagement remains limited. The strong influence of inclusive leadership is consistent with research suggesting that leadership behaviour is particularly important in collectivist and relationship oriented cultures. In such contexts, employees may place greater emphasis on trust, respect, and interpersonal support when forming engagement judgements (Ng & Kee, 2023; Ong et al., 2023).

Overall, by empirically validating Self Determination Theory and Social Exchange Theory using data from hotel employees, this study reinforces the relevance of these theories within real world hospitality operations. The findings extend their applicability beyond Western and non service contexts. Taken together, the results advance theoretical understanding by integrating motivational and relational perspectives, while positioning work life balance as a contextual condition rather than a theory driven explanation of employee engagement.

5.5 Practical Implications

The findings of this study have several practical implications for hotel management, human resource practitioners and industry policy makers in Malaysia. This is because the significant impact of job autonomy and inclusive leadership styles on job engagement implies that job engagement can be enhanced outside the realms of motivation (Ryan and Deci, 2020; Liu et al., 2024).

From a hotel management point of view, the significance of job design that enables autonomy can be seen as a key aspect emerging out of this study. Hotel managers should give autonomy to employees regarding prioritizing jobs, resolving customers' service issues, and organizing their time within tight operating limits and constraints.

When frontline employees have autonomy regarding service issues, their confidence and responsiveness can be maximized (Grobelna and Tokarz Kocik, 2023; Baum, 2020).

From the point of view of human resource management, the dominant impact of inclusive leadership appears to consolidate the need for prioritizing initiatives of leadership development. Supervisory and management training should emphasize inclusive aspects of leadership such as being open, active listening, being just, and being accessible. Such leaders can improve the level of engagement and trust in hotel departments (Ng and Kee, 2023; Pagisi, 2025).

What the results show is the need in policy and industry practice for realistic and people-centered management in the hotel sector. While work-life balance was not shown to be a determinant in the model, it should not be overlooked in being supportive of good schedules, equitable distribution of work, and respectful management in contributing in the long run to the good health of the workforce. This can be seen by

the hotel sector and its representative organizations in being supportive of people-centered management in developing better workforce engagement and service in the Malaysian hotel sector (Saito et al., 2025; WTTC, 2023).

5.6 Limitations of the Study

Despite the fact that the study offered valuable contributions to the topic, there exist some limitations in the study, which must be recognized in order to better interpret the results. To start with, the article incorporates cross-sectional research, whose design entails obtaining information on one occasion. Cross-section studies can be effectively utilized for analyzing relationships between variables, while they lack the capability of ascertaining causality. This, in turn, reveals that the correlations and associations that exist between job autonomy, inclusive leadership, and employee engagement are not based on causality (Creswell and Creswell, 2020; Hair et al., 2022).

Secondly, this research only used self-reported data that was collected using questionnaires. Although it may be true that measures of self-reporting are widely used in organizational and hospitality studies, the sole use of unconfirmed measures potentially suffer from a bias due to common method bias and social desirability effects. For instance, the respondents may overestimate their positive perceptions regarding leadership, autonomy, or engagement for organizational contexts that raise concerns about anonymity (Podsakoff et al., 2020; Field, 2024).

Third, the study was limited to employees of the hotel industry in Malaysia. Definitely, it makes the findings even more relevant to the context of the Malaysian hotel industry. The generalizability, on the other hand, are affected somewhat since different countries or different sectors have different environments, which could affect job autonomy,

work-life balance, or inclusive leadership practices that affect employee engagement (Baum et al., 2020; Saito et al., 2025).

Notably, only three predictors have been used to measure engagement in the context of the organisations in the current research. However, other predictors, including compensation, cultural characteristics, career opportunities, personality, and psychological capital, have not been used in the research. These predictors may play a crucial role in identifying the results of engagement activities, and there are residual variances that can be explained using the listed predictors (Kim & Koo, 2024; Song et al., 2023). It is essential that these limitations are acknowledged to provide a well-rounded explanation of the research findings.

5.7 Recommendations for Future Research

Though the present study has provided important perspectives regarding the effects of Job Autonomy, Work-Life Balance, and Inclusive Leadership towards employee engagement practices in the Malaysian hotel industry, there are several future research options which need to be addressed to further improve the findings of this study.

Firstly, it is recommended that future studies adopt a longitudinal research design. The one for the current study is cross-sectional, which cannot establish any kind of causal relationship among the variables. Because of the study's longitudinal nature, which would note the effects organisational changes have on employee engagement, or any other changing variables like tourist demands, exposure, or the exposure periods of employees to job autonomy, leadership, and initiatives on work-life balance, would be noted in relation to changes in employee engagement (Saito et al., 2025; Hair et al., 2022).

Second, future studies might consider the addition of further mediation or moderation variables to gain an even more inclusive view concerning the process by which employee engagement occurs. Such mediation variables could be psychological capital, perceived organisational support, job stress, and resilience, explaining what, how, or when the process by which job autonomy and leadership inclusiveness influences employee engagement. Additionally, organisational culture or quality Leader Member Exchange could be employed to facilitate the strength of such associations (Song et al., 2023; Bai, Yan & Othman, 2023).

Third, comparisons could also be suggested in relation to the differences based on the star rating of the hotel or on country differences. The expectations and demands of the employees, as well as the structure of leadership, could vary widely from budget hotels to luxury hotels and also from country to country based on national differences in their institutional and value frameworks. Such comparisons could add strength to generalisation in understanding employee engagement in the hospitality sector based on global perspectives (Baum et al., 2020; Giousmpasoglou & Marinakou, 2024).

Lastly, qualitative or mixed methods studies can be encouraged in the future as methods of choice for additional studies in the area of knowledge worker productivity and its correlates and determinants. Even though surveys can verify theoretical hypotheses constructively, qualitative techniques like interview studies or focus group discussions could offer key inferences about actual experiences in the workplace. For instance, in understanding the reasons for which variables like work life balance fail to appear as significant in quantitative analyses even though they appear theoretically sound, mixed methods studies could offer combined inferences that can aid in in-depth analysis (Creswell & Creswell, 2020; Field, 2024).

In summary, to improve the robustness, explanatory power, as well as research relevance of employee engagement studies conducted within the context of the hotel industry, future research could benefit considerably by using longitudinal designs that incorporate mediating/moderating variables contrasting between different hotel settings using qualitative/mixed research methodologies.

5.8 Conclusion

Henceforth, the aim of this research is to conduct a profound inquiry on the concept of employee engagement with a focus on the Malaysian hotel sector by empirically analyzing its relation with job autonomy, work life balance, and inclusive leadership. The findings converge on the research objectives and research questions, indicating that job autonomy and leadership with an emphasis on inclusiveness significantly positively impact employee engagement, with a positive perspective on work life balance being insignificant in determining worker engagement once other organizational realities come under consideration.

These findings contribute to the theory by reinforcing the relevance of Self Determination Theory and Social Exchange Theory in explaining engagement within service-intensive hospitality contexts but also extend knowledge by highlighting the need to rethink the assumed direct role of work-life balance in the models of engagement. From a practical point of view, the importance of employee empowerment through giving employees more autonomy and adopting behaviors of inclusive leadership in improving engagement and service quality in hotels has been supported. Finally, in concluding the depth of the study accomplished in the research, the current study has advanced not only the body of knowledge but also the practice in the field of management for carrying out the study in Malaysian culture.

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APPENDICES

APPENDIX A : SURVEY QUESTIONNAIRE



RESEARCH TOPIC:

THE EFFECTS OF JOB AUTONOMY, WORK-LIFE BALANCE, AND INCLUSIVE LEADERSHIP ON EMPLOYEE ENGAGEMENT IN HOSPITALITY INDUSTRY

Dear Respondent,

I am postgraduate student at Universiti Utara Malaysia (UUM), Kuala Lumpur Campus, currently pursuing a Master of Human Resource Management (MHRM). As part of the requirement for my master's programme, I am conducting a research study titled: "The Effects of Job Autonomy, Work-Life Balance, and Inclusive Leadership on Employee Engagement in the Hospitality Industry". You are kindly invited to participate in this questionnaire survey, which aims to gather valuable insights to achieve the objectives of this research. Please be assured that all the information you provide are treated with the strictest confidentiality and used solely for academic purposes. Your participation is voluntary, and your responses remain anonymous. Your time, effort and honest responses are highly appreciated and greatly contribute to the success of this study. Thank you for your kind cooperation.

Sincerely,
Nurul Sofiya Binti Azly
Postgraduate Student
Universiti Utara Malaysia (UUM),
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Supervised by;
Dr. Siti Noorjannah binti Abd Halim
Othman Yeop Abdullah Graduate School of Business
Northern University of Malaysia
Email: sitinoorjannah@uum.edu.my

Section A: Demographic Background

Please tick (✓) the option that best reflects your answer.

1. Gender

Male	Female

2. Age Group

Below 25 years	25 - 34 years	35 – 44 years	45 - 54 yeras	55 years & above

3. Marital Status

Single	Married	Others

4. Education Level

High School	Certificate / Diploma	Undergraduate Degree / Professional Certificate	Master Degree	PHD

5. Employment Type

Permanent	Contract / Temporary

6. Occupation Level

Frontline Staff (Receptionist, Waiter / Waitresses, Housekeeping)	Supervisor	Officer

7. Department / Working Area

Front Office	Food and Beverage (F&B)	Housekeeping	Sales & Marketing	Maintenance / Engineering	Administration / HR	Others

8. Job Tenure / Length of Employment

2 – 4 years	5 – 7 years	8 – 10 years	11 -13 years	More than 13 years

Section B: Employee Engagement

Please read each statement carefully and choose the response that best represents your level of agreement based on the 5-point Likert scale provided below.

Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
Indicators	1	2	3	4	5

No.	Statement	1	2	3	4	5
1.	When I get up in the morning, I feel like going to work.					
2.	At work, I feel bursting with energy.					
3.	At my job, I am resilient, mentally.					
4.	At my job I feel strong and energetic.					
5.	To me, my job is challenging.					
6.	My job inspires me.					
7.	I am enthusiastic about my job.					
8.	When I am working, I forget everything else around me.					
9.	I get carried away when I am working.					
10.	I feel happy when I am working intensely.					

Section C: Determinants of Employee Engagement

This section contains 36 questions on factors that may influence employee engagement, The statements are based on your opinions and experiences within your current organization. Please read each statement carefully and choose the response that best represents your level of agreement based on the 5-point Likert scale provided below.

(I) Job Autonomy

No.	Statement	1	2	3	4	5
1.	I am allowed to decide how to go about getting my job done (the methods to use).					
2.	I am able to choose the way to go about my job (the procedures to utilize).					
3.	I am free to choose the methods to use in carrying out of my work.					
4.	I have control over the scheduling of my work.					

5.	I have some control over the sequencing of my work activities (when I do what).					
6.	My job is such that can decide when to do particular work activities.					
7.	My job allows me to modify the normal way we are evaluated so that I can emphasize some aspects of my job and play down others.					
8.	I am able to modify what my job objectives are (what I am supposed to accomplish).					
9.	I have some control over what I am supposed to accomplish (what my supervisor sees as my job objectives).					

(II) Work-Life Balance

No.	Statement	1	2	3	4	5
1.	My working time does not take up my time in carrying out my personal or family life.					
2.	I work from home according to the time set by the company.					
3.	I still have time to do hobbies and other activities outside of work activities.					
4.	I can carry out my role well both in work and in family.					
5.	My involvement in family activities and work activities is done in a balanced way.					
6.	I do not feel depressed either in doing work or when doing activities outside of work.					
7.	I feel happy and comfortable with my work and family life.					
8.	I feel satisfied with a balanced life between work activities and activities outside of the work.					

(III) Inclusive Leadership

No.	Statement	1	2	3	4	5
1.	My manager is open to hearing new ideas from me.					
2.	My manager is attentive to new opportunities to improve work processes.					
3.	My manager is open to discussing the desired goals and new ways to achieve them.					
4.	The manager is available for consultation on problems.					
5.	The manager is an ongoing "presence" in the team – someone who is readily available.					
6.	The manager is available for professional questions if I would like to consult with him.					
7.	The manager is ready to listen to my requests.					
8.	The manager encourages me to access him on any issues.					
9.	The manager is accessible for discussing emerging problems.					

