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STUDIES**



**THE IMPACT OF INCLUSIVE LEADERSHIP STYLES ON
EMPLOYEES' JOB SATISFACTION:
A STUDY IN UiTM CAWANGAN SARAWAK KAMPUS
SAMARAHAN 1 & 2**

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FEBRUARY 2024

ABSTRACT

The aim of this research is to examine how leadership styles that emphasize inclusion affect employee job satisfaction at UiTM Cawangan Sarawak Kampus Samarahan 1 & 2. The study includes a thorough investigation of demographic profiles, a reliability pilot test, and an in-depth analysis of the main findings, such as the level of job satisfaction, gender differences, and the association between inclusive leadership and employee satisfaction. The results show a high and consistent level of job satisfaction among employees, regardless of gender. Importantly, inclusive leadership, which involves openness, accessibility, and availability, shows a positive relationship with job satisfaction. The study suggests leadership training programs, continuous monitoring, and proposes directions for future research to improve organizational strategies. Despite limitations, the research adds to the knowledge of the vital role of inclusive leadership in creating a positive work environment. The findings help organizations in enhancing employee satisfaction through inclusive leadership practices.

Keywords: inclusive leadership, job satisfaction, UiTM Cawangan Sarawak Kampus Samarahan, organizational dynamics.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This study explores the impact of inclusive leadership style on employees' job satisfaction in UiTM Cawangan Sarawak Kampus Samarahan 1 & 2, a public university in Malaysia. Inclusive leadership style is defined as a leadership approach that embraces and leverages the diversity of employees' perspectives, experiences, and identities, and creates a sense of belonging and inclusion for all employees. The study will examine how inclusive leadership practices affect employees' job satisfaction in UiTM Kota Samarahan 1 & 2, such as soliciting and valuing employees' input, providing feedback and recognition, supporting employees' development and growth, and fostering collaboration and teamwork. This research has importance as it can add new insights to the current knowledge on how leaders who embrace diversity and inclusion can influence the work satisfaction of their employees. This can also offer useful suggestions for UiTM Cawangan Sarawak Kampus Samarahan 1 & 2. The findings of this study could help these two campuses to identify the strengths and weaknesses of their current leadership practices and implement strategies to enhance their inclusiveness and employee satisfaction.

1.2 Problem statement

This study aims to examine how employees' job satisfaction in a higher education institution is influenced by the leadership style that embraces inclusiveness. Job satisfaction is a critical factor in employee engagement, retention, and productivity, and faces unique challenges in creating a positive work environment that fosters job satisfaction. Studies have shown that any organizations in Malaysia, face challenges in retaining talented employees due to a lack of financial resources and opportunities for career advancement. This can result in high employee turnover rates, leading to decreased organizational performance and increased costs associated with recruitment and training. This research problem encompasses several theoretical, empirical, and practical gaps that need to be addressed.

CHAPTER 2

LITERATURE REVIEW & CONCEPTUAL FRAMEWORK

2.1 Literature review

This literature review presents a comprehensive overview of prior research exploring the impact of leaders who promote an inclusive culture and demonstrate respect for diversity on the job satisfaction of their staff. Inclusive leadership refers to the ability of leaders to create an environment where their subordinates feel valued and included. Job satisfaction refers to the degree to which employees are content with their working conditions, responsibilities, rewards, and relationships. The review also identifies limitations and research gaps in the existing studies, suggesting potential avenues for future investigation.

2.1.1 Job Satisfaction

Job satisfaction is a specific feeling of fulfilment or pleasure that arises from one's work. It is about how one feels about their work and how it meets their needs and expectations. For example, an employee may feel satisfied if their work is challenging, meaningful, and rewarding, or dissatisfied if their work is boring, stressful, and unrewarding. It is different from self-satisfaction, happiness, or self-contentment, which are all general feelings of well-being that may or may not be related to one's work. For instance, an employee may be happy with their personal life but unhappy with their work, or vice versa.

Job satisfaction is a crucial factor that influences how employees perform and feel in their organizations. Job satisfaction and happiness lead to better performance, more accountability, and stronger attachment to the organization among employees (Dziuba et al., 2020). The research also revealed that employees were more engaged, loyal, and productive when they were satisfied with their jobs. According to Vigoda & Cohen (2003), the way leaders interact with their staff and the level of job satisfaction could strengthen the bond between employers and workers. These are important outcomes for both employees and employers, as they can enhance organizational performance and competitiveness.