UNIVERSITI TEKNOLOGI MARA

THE RELATIONSHIP BETWEEN QUALITY OF WORK-LIFE AND WORK ENGAGEMENT AMONG MILLENNIAL EMPLOYEES: PSYCHOLOGICAL CAPITAL AS A MEDIATOR

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ABSTRACT

This research aimed to study the relationship between quality of work-life (QWL) and work engagement, with psychological capital (PsyCap) as a mediator, among millennial employees in Malaysia. Declining work engagement has become a major concern across industries, as it negatively impacts the retention of high-talent millennial employees. The study examined how QWL influences work engagement, and the potential mediating role of PsyCap, among this demographic. A quantitative methodology was employed, with 157 millennial employees completing a questionnaire assessing work engagement, QWL, and PsyCap. Data was analyzed using SPSS and PLS-SEM. The key finding was that QWL has a significant positive relationship with work engagement. Additionally, QWL had a significant positive association with PsyCap. However, the study findings showed no significant relationship between PsyCap and work engagement among millennial employees. Furthermore, no mediating effect of PsyCap was found on the relationship between QWL and work engagement. The study opines that QWL has a strong factor directly influencing work engagement in this population. The study indicates that QWL improvements should be the primary focus for seeking to foster greater work engagement levels among millennial employees. Overall, this highlights the importance of QWL initiatives, such as supportive policies, resources, autonomy, and work-life balance, to improve work engagement among millennial employees. Organizations should also consider opportunities to enhance psychological health and well-being, which can promote work engagement. While the study had limitations in terms of geographical sample and self-reported data, it provides valuable insights into promoting work engagement among this generation. Further research with larger, more diverse samples is warranted to confirm and expand on these findings.

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CHAPTER 1

INTRODUCTION

1.1   Introduction

Chapter one introduces the background and purpose of the research study. It begins by explaining the issue of declining work engagement among millennial employees in Malaysia and how this can negatively impact organizations. The chapter highlights statistics showing decreasing work engagement levels globally and in Malaysia, especially among millennials.

The problem statement then frames the key issues which are the shortage of highly qualified millennial employees due to low engagement, rising unemployment among qualified millennial employees due to poor management, and the imbalance between career and life demands causing millennial employees to leave jobs rapidly. The research objectives are presented to evaluate the relationships between quality of work-life (QWL), psychological capital (PsyCap), and work engagement, and test if PsyCap mediates between QWL and work engagement.

The research questions align with these objectives. The scope explains that a quantitative survey of millennial employees in Malaysian organizations will be utilized. The significance shows how evaluating these relationships can contribute to sustainable economic growth, empirical literature, SET theory, and organizational management practices for clarifying millennial employees' work engagement.

In summary, the background and rationale for the study on the relationship of QWL and PsyCap to improving millennial employees' work engagement in Malaysia are established in this introduction chapter. The objectives, questions, scope and significance shape the platform for the research.

1.2   Research Background

The manageable quality employees are driving the transformation of the global economy, as the majority of major industries are shifting their focus towards employee