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**WORK ENGAGEMENT AMONG GENERATION Z IN
MALAYSIAN PRIVATE SECTORS**

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**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
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**WORK ENGAGEMENT AMONG GENERATION Z IN MALAYSIAN
PRIVATE SECTORS**

By

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Management**



**Pusat Pengajian Pengurusan
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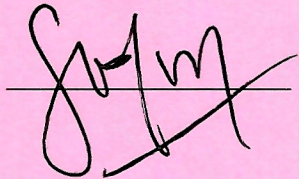
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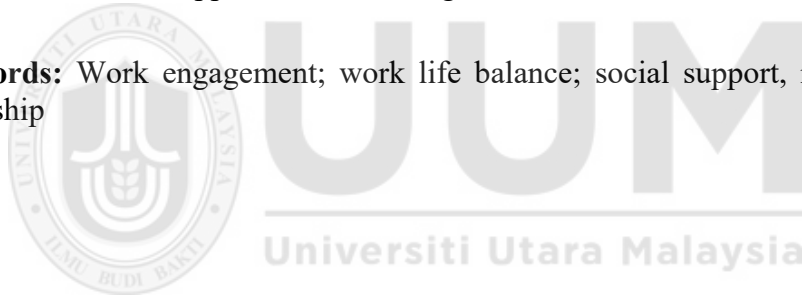
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Abstract

In today's rapidly changing environment, having an engaged workforce creates a competitive advantage for any organization. Organizations with excellent work engagement reported high growth in earnings compared to those that reported low work engagement levels. In fact, disengaged employees cost an organization as they become less productive. However, having an engaged workforce is considered the most management challenge facing by the organizations. Therefore, this study is conducted with the intention to capture factors that might influence work engagement among generation Z employees. The study examines the direct relationship between work-life balance, social support, rewards, ethical leadership and work engagement. A total of 217 questionnaire were distributed online using Google form through organization's representative after permission was granted to conduct the study. Response rate was 100%. In this study, hypotheses for direct effect were tested using multiple regression analyses. Results showed that only rewards and ethical leadership was found significantly positively related to work engagement. The findings indicate that work engagement among generation Z employees can be increased if the organization is able to provide with attractive rewards and to have leaders who have high ethical values. Interestingly, social support was found significantly negatively related to work engagement. The findings indicate that work engagement tend to reduce when social support received is high.

Keywords: Work engagement; work life balance; social support, rewards; ethical leadership



Abstrak

Dalam persekitaran masa kini yang kerap berlaku perubahan, mempunyai tenaga kerja yang berketerlibatan tinggi mampu memberi kelebihan bersaing pada mana-mana organisasi. Organisasi yang mempunyai tahap keterlibatan kerja yang tinggi melaporkan pertumbuhan pendapatan yang tinggi berbanding dengan yang mempunyai tahap keterlibatan kerja yang rendah. Malahan, memiliki pekerja yang tidak mempunyai keterlibatan tinggi boleh memberi kesan kepada organisasi dari segi kos kerana mereka menjadi kurang produktif. Walau bagaimanapun, untuk memiliki tenaga kerja yang berketerlibatan tinggi adalah menjadi cabaran utama bagi organisasi. Oleh yang demikian, kajian ini dilaksanakan dengan harapan untuk mengenal pasti faktor yang mungkin mempengaruhi keterlibatan kerja dalam kalangan pekerja generasi Z. Kajian ini mengkaji hubungan langsung antara keseimbangan kerja dan kehidupan, sokongan sosial, ganjaran, kepimpinan beretika dan keterlibatan kerja. Sebanyak 217 borang soal selidik telah diedarkan secara atas talian menggunakan borang Google melalui wakil setiap organisasi selepas kebenaran untuk menjalankan kajian diperolehi daripada pihak organisasi. Kadar maklumbalas adalah sebanyak 100%. Hipotesis ke atas kesan langsung diuji menggunakan analisis regresi berganda. Dapatan kajian menunjukkan bahawa hanya ganjaran dan kepimpinan beretika didapati mempunyai hubungan positif yang signifikan dengan keterlibatan kerja. Dapatan ini memberi gambaran bahawa keterlibatan kerja dalam kalangan pekerja generasi Z boleh ditingkatkan sekiranya pihak organisasi dapat menyediakan ganjaran yang menarik dan memastikan bahawa pemimpin mempunyai nilai etika yang tinggi. Menariknya, sokongan sosial didapati mempunyai hubungan negatif yang signifikan. Dapatan ini memberi gambaran bahawa keterlibatan kerja akan menurun apabila sokongan sosial yang diterima adalah tinggi.

Kata kunci: Keterlibatan kerja, keseimbangan kerja dan kehidupan, sokongan sosial, ganjaran, kepimpinan beretika

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Table of Content

Permission to Use	i
Abstract	ii
Abstrak	iii
Acknowledgements	iv
Table of Content	v
List of Tables	viii
List of Figures	ix
CHAPTER 1 INTRODUCTION	1
1.1 Background of the Study	1
1.2 Problem statement	2
1.3 Research Questions	7
1.4 Research Objectives	7
1.5 Significance of Study	8
1.6 Scope of Study	8
1.7 Definition of Key Terms	9
1.8 Organization of Chapters	10
CHAPTER 2 LITERATURE REVIEW	12
2.1 Introduction	12
2.2 Understanding the Concept of Work Engagement	12
2.3 Past Empirical Studies on Work Engagement	14
2.4 Work Engagement and Generation Z	15
2.5 Work-life Balance	19
2.6 Social Support	20
2.7 Rewards	20
2.7.1 Base Salary	21
2.7.2 Salary Add On	22
2.7.3 Short-term and Long-term Incentives	23
2.7.4 Benefits	23
2.8 Ethical Leadership	23
2.9 Research Framework	24
2.10 Hypotheses Development	25
2.10.1 Relationship between Work-life Balance and Work Engagement	25

2.10.2	Relationship between Social Support and Work Engagement	27
2.10.3	Relationship between Rewards and Work Engagement	29
2.10.4	Relationship between Ethical Leadership and Work Engagement	33
2.11	Conclusion	35
CHAPTER 3 METHODOLOGY		36
3.1	Introduction	36
3.2	Research Design	36
3.3	Population and Sampling	37
3.3.1	Study Population	37
3.3.2	Sample Size	37
3.3.3	Sampling Technique	38
3.4	Operational Definitions and Measurements	39
3.4.1	Work Engagement	39
3.4.2	Work-life Balance	40
3.4.3	Social Support	42
3.4.4	Rewards	43
3.4.5	Ethical Leadership	44
3.5	Layout of Questionnaire	46
3.6	Data Collection Procedure	47
3.6.1	Pre-test	47
3.6.2	Pilot Study	48
3.6.3	Actual Data Collection	49
3.7	Data Analysis Strategy	49
3.7.1	Descriptive Analysis	50
3.7.2	Correlation Analysis	50
3.7.3	Regression Analysis	51
3.8	Conclusion	51
CHAPTER 4 FINDINGS		52
4.1	Introduction	52
4.2	Response Rate	52
4.3	Data Screening	52
4.4	Demographic Characteristic of the Participants	54
4.5	Descriptive Analysis	56
4.6	Correlation Analysis	62

4.7	Multiple Regression Analysis	63
4.8	Conclusion	64
CHAPTER 5 DISCUSSION, RECOMMENDATION AND CONCLUSION		65
5.1	Introduction	65
5.2	Summary of the Findings	65
5.3	Relationship between Work-life Balance and Work Engagement	66
5.4	Relationship between Social Support and Work Engagement	66
5.5	Relationship between Rewards and Work Engagement	67
5.6	Relationship between Ethical Leadership and Work Engagement	67
5.7	Research Implications	68
5.7.1	Theoretical Implications	68
5.7.2	Practical Implications	69
5.8	Limitations and Direction for Future Study	70
5.9	Conclusion	71
REFERENCES		72
APPENDICES		94



List of Tables

Table 3.1 <i>Distributions of Generation Z Employees in the Organizations</i>	37
Table 3.2 <i>Sample Size for Each Organization</i>	39
Table 3.3 <i>Work Engagement Items</i>	40
Table 3.4 <i>Work-life Balance Items</i>	41
Table 3.5 <i>Social Support Items</i>	43
Table 3.6 <i>Rewards Items</i>	44
Table 3.7 <i>Ethical Leadership Items</i>	45
Table 3.8 <i>Reliability Analysis on Pilot Study</i>	48
Table 4.1 <i>Result of Normality Analysis</i>	53
Table 4.2 <i>Demographic Characteristic of the Participants (n=217)</i>	54
Table 4.3 <i>Descriptive Analysis</i>	57
Table 4.4 <i>Descriptive Analysis of Work Engagement Items</i>	57
Table 4.5 <i>Descriptive Analysis of Work-life Balance Items</i>	58
Table 4.6 <i>Descriptive Analysis of Social Support Items</i>	59
Table 4.7 <i>Descriptive Analysis of Rewards Items</i>	60
Table 4.8 <i>Descriptive Analysis of Ethical Leadership Items</i>	61
Table 4.9 <i>Descriptive Statistics, Scale Reliabilities, and Correlations of Variables</i>	62
Table 4.10 <i>Multiple Regression Analysis</i>	63
Table 4.11 <i>Summary of Hypotheses Testing</i>	64

List of Figures

Figure 1.1 <i>Global Engagement Trend</i>	3
Figure 1.2 <i>Generation Engagement Trend</i>	4
Figure 1.3 <i>Generation Engagement, Burnout and Stress</i>	6
Figure 2.1 <i>Gen Z Employees' Needs</i>	16
Figure 2.2 <i>Different Generation Needs to Improve Work-life Balance</i>	17
Figure 2.3 <i>Research Framework</i>	25



CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Having an engaged workforce can give a competitive advantage for any organization. Highly engaged workforce able to help the organization in achieving high growth in earnings, while disengaged employees cost an organization as they become less productive. Employee engagement is the participation of people who are enthusiastic and satisfied with the work that they accomplished. Employees who are passionate about their work feel a strong connection to the organization and devote lots of energy and attention to it (Robbins & Judge, 2013). This means highly engaged employees are really satisfied with the work that they have been given.

Since high employee engagement is linked to higher productivity, higher levels of citizenship behavior, employee happiness, and ultimately higher performance, many academics and practitioners are interested in studying and exploring into this area (Baker & Albrecht, 2018; Lai et al., 2020; Mone & London, 2018; Saks & Gruman, 2014).

Many organizations are now increasingly prioritizing on their employees to ensure survival and attain a competitive edge. The organization seeks individuals who possess the ability to proactively act and demonstrate innovative problem-solving skills and can effectively address the demands and complexities associated with their role. Therefore, the issue of engagement becomes greater significance. Organizations have increasingly prioritized the cultivation of employees' work engagement due to its advantageous outcomes at both the individual and organizational levels. Engaged

employees typically exhibit higher levels of job satisfaction, commitment, and effectiveness in their work. Employees that exhibit greater degrees of engagement are those perceive that they receive guidance regarding their job responsibilities and receive constructive comments regarding their performance. The employees will experience a shared sentiment of respect towards their supervisors, contributing to their perception of being esteemed members of the organization.

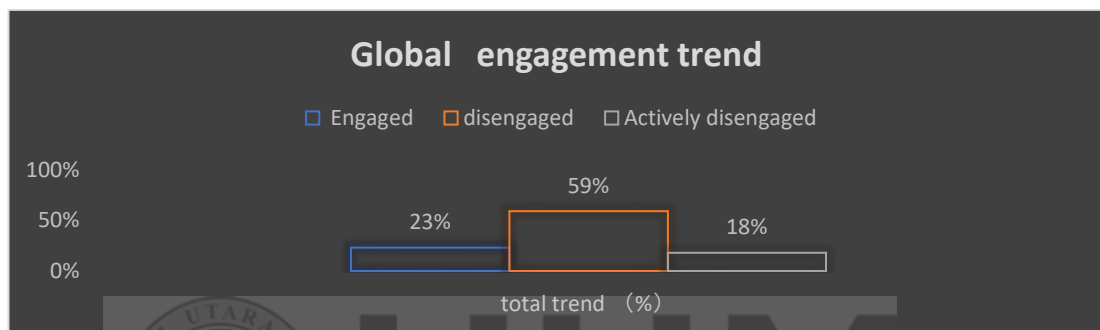
However, organizations are facing issue in determining the most effective approach to effectively engage individuals with their work especially among the young generations such as generation Z. Employees do not inherently develop engagement merely by receiving praise or other forms of acknowledgment. However, if employees perceive their organizations as neglecting to recognize their presence and contributions, it is likely that they would rapidly lose motivation and disconnect from their work. Hence, the identification of factors that potentially contribute to work engagement among employees is increasingly crucial for any organization as different generations might have different expectations.

1.2 Problem statement

Work disengagement is not only a contributing factor for the high turnover rate, but it also affects the effectiveness and productivity of the organization. According to the Gallup Blog (2023), less engaged employees leave their jobs more frequently than highly engaged ones. According to the report, disengaged employees are more likely to leave their companies since they often exhibit poor performance or are dissatisfied. The organizations can lose their most brilliant and competent workers as a result.

As shown in Figure 1.1, Gallup Blog (2023) found that 59% of employees fall for “quiet quitting” where they start to disengage with their work and partially willing to thrive at their work. While, 18% of employees were found totally disengaged (loud quitting) with their work.

Figure 1.1
Global Engagement Trend



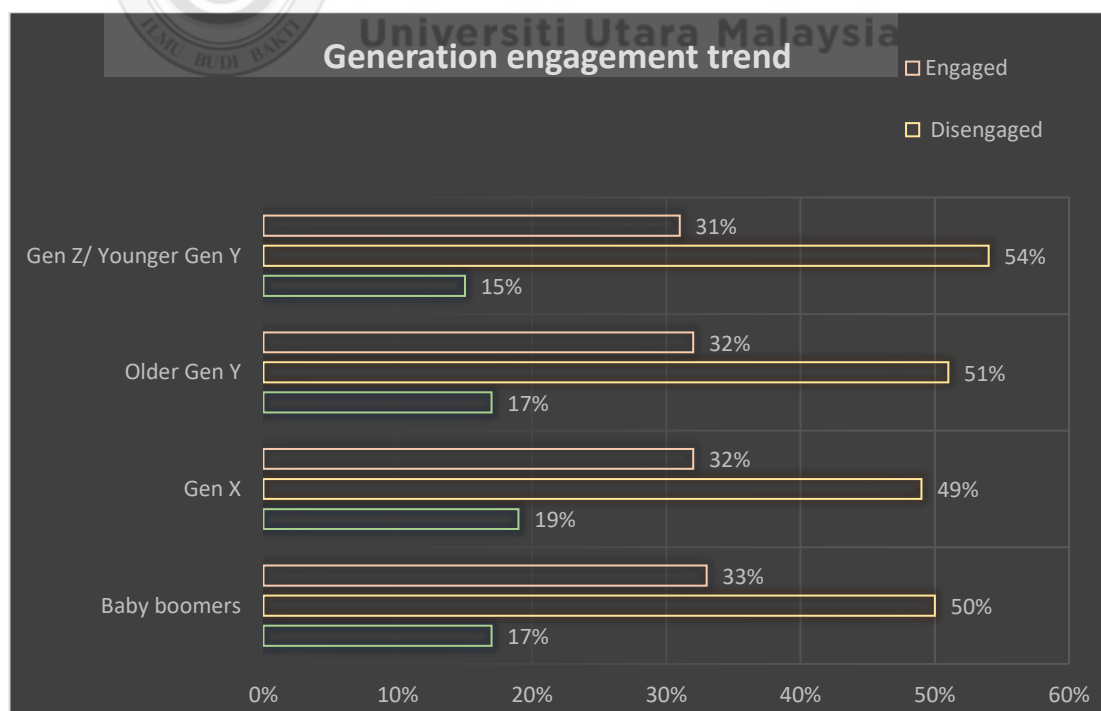
In one writing, Mustaffa et al., (2022) have highlighted that only 11% of employees participating in engagement activities, 8% not participating, and 81% participating to a lesser extent. In comparison to other countries worldwide, Malaysia has a greater rate of employee engagement. Compared to the global average of 53%, Malaysia's average of employee engagement score is 54%, which is higher (Mokhtar et al., 2021).

Based on Gallup study on employee engagement on 125 organizations, it was found that organizations that invest in employee engagement may predict earnings to grow 2.6 times faster than companies with inadequate employee engagement. According to Juan and Yao (2017), these low-engagement businesses saw a 32% reduction in revenue from operations with an 11% decrease in their growth in profits each unit.

According to Segal (2022), generation Z are currently the most influence groups among the 60 million members in the industries in the United States. While in Malaysia, generation Zs are comprising more than 29% of Malaysian working population (Tjiptono et al., 2020). This percentage indicates that Gen Z will be the largest group entering the working industries within 10 to 30 years.

Currently, many organizations are facing with the disengagement issue among generation Z employees. Statistics has proven that generation Z have the highest disengagement rate compared to other generations. According to Gallup's (2022) study, younger generation such as generation Z and younger millennial are 54% less engaged than other generations and mostly due to stress from the workplace and disconnection from the employer themselves.

Figure 1.2
Generation Engagement Trend



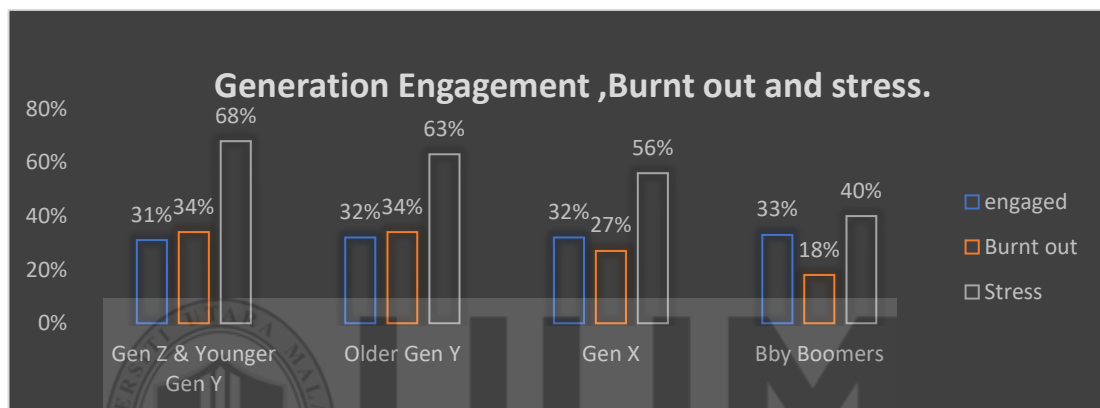
Kailash (2023) believed that managing work engagement for generations Z has becoming quite challenging for most organizations. The problems, preferences, and goals that they bring are different from previous generations. Generation Z tend to disconnect with the employers as they are digital native where it is much different than traditional workplace communication system (Gallup 2022). Their communication style will somehow lead to disconnection or miscommunication among the seniors or other employees who prefer the traditional communication system. When they disconnect from the team, they somehow feel that their communication system is not fully accepted by the other employees or seniors leading them to disengaged with their work.

These generation also regards balance work and life and personal well-being a top priority. They cherish hours free for recreational endeavors, and want flexibility in their job schedules. LinkedIn poll stated that 73% of generation Z employees prefer a hybrid work environment that lets them work from home occasionally and at the office. The freedom of remote work and the interpersonal interactions of in-office work are combined to provide the best of both worlds. They may find it challenging to strike a balance between the demands of their professions and their desire for a fulfilling personal life. Due to their awareness of the negative impacts of growing anxiety and exhaustion at work, these younger generations are searching for healthier workplaces (Kailash 2022).

As shown in Figure 1.3, Gallup (2022) found that generation Z and the younger generation Y have the higher chances of getting stress compared to other generation that lead to disengagement of workplace. Knit (2023) found that generation Z has grown up during the Covid 19. Thus, they learned that there is a need to balance between, work, money, and family. Apart from that, American Psychological

Association (2018) found that total reward package contributing to 81% of generation Z stress and this follows by uncertain job market opportunity and career development (71%). Having high level of stress may lead to demotivation and finally disengagement towards work.

Figure 1.3
Generation Engagement, Burnout and Stress



Though studies on work engagement have widely been conducted, not many studies have focused on exploring work engagement issues among the generation Z employees especially in the Malaysian context. Existing studies predominantly focus on generation Z in other countries such as in studies conducted by Jayanthi and Mathews (2023), Christopher et al. (2021), and Nhat Che et al. (2023), or focusing on other generations such as including the millennials (Yahya et al., 2018), Sudhashini et al. (2022), Aziz and Al (2021), Ismail (2022), Azhar (2019), and Zainal (2018). Therefore, this study attempted to test both organizational and individual factors such as work-life balance, social support, rewards, and ethical leadership on work engagement in one study. In the past, these variables are found to be positively related to work engagement. However, it is not clear which factor are more significant in

contributing towards work engagement among generation Z employees. Therefore, this study is conducted with the intention to uncover those questions.

1.3 Research Questions

Based on the discussion on work engagement issues, the current study attempts to address the following research questions:

1. Does work-life balance have direct relationship with work engagement?
2. Does social support have direct relationship with work engagement?
3. Do rewards have direct relationship with work engagement?
4. Does ethical leadership have direct relationship with work engagement?

1.4 Research Objectives

Generally, this study aims to examine factors that might influence work engagement among generation Z employees. Therefore, to answer the research questions posted above, the following research objectives were formulated:

1. To identify the relationship between work-life balance and work engagement;
2. To examine the relationship between social support and work engagement;
3. To examine the relationship between rewards and work engagement; and
4. To investigate the relationship between ethical leadership and work engagement

1.5 Significance of Study

This study is significant in the sense that the empirical findings that emerge from the study can enrich the existing literature on work engagement issues. The current study may provide with new findings on how work-life balance, social support, rewards, and ethical leadership directly influence work engagement. These might give new insight for scholars on factors that might or might not influence generation Z employees' work engagement issues in the organizations.

The empirical findings from this study can also provide practical solutions for practitioners especially the management of the organizations on how to improve work engagement among generation Z employees. By understanding how work-life balance, social support, rewards, and ethical leadership could directly influence work engagement, organization's management can have a better understanding on the kind of initiatives that should be taken to address the issues.

1.6 Scope of Study

The main focused of this study is to investigate factors that might influence work engagement among generation Z employees in the organizations. In this study, four independent variables namely, work-life balance, social support, rewards, and ethical leadership were tested against work engagement. The study adopted a quantitative approach, where the data were collected through the distribution of an online questionnaire to the respondents. A cross-sectional study was employed, which involved data collection at one point in time. Unit of analysis is at the individual level

where generation Z employees were taken as the respondent in this study. Data collected were analysed using SPSS (version 27) program for Windows.

1.7 Definition of Key Terms

Work engagement:

Work engagement is “a positive, fulfilling work related state of mind that is characterized by vigor, dedication and absorption” (Schaufeli & Bakker, 2004, p.295).

Work-life balance:

Work-life balance is defined in terms of hours spent at work and with family (Poelmans et al., 2008).

Social support:

Social support refers to social interaction with colleagues and supervisors which is advantageous to one's own well-being. It is also can be understood as a form of instrumental support, if it refers to additional resources provided by colleagues and supervisors (Karasek & Theorell, 1990).

Rewards:

Rewards refers to basic salary, incentive, and benefits that employees received for their contribution in terms of skills, knowledge and ability towards the organization (Martocchio, 2006).

Ethical leadership:

Ethical leadership refers to honesty and integrity, enforce ethical standards, fairness in decisions and the distributions of rewards and behaviour that show kindness and compassion (Yulk et al., 2013).

Generation Z:

Generation Z, sometimes known as “zoomers,” is the demographic cohort that comes after millennials and proceeds generation Alpha. Members of the generation Z years were born between 1997 and 2012 (Gorynski, 2023).

1.8 Organization of Chapters

This chapter is the first of five chapters in this project paper. Chapter 2 gives general review of the literature on work engagement. The concept of work engagement and how it can be measured are also presented. Discussion in Chapter 2 continues with past empirical findings on factors that might influence work engagement, the concept of work-life balance, social support, rewards, and ethical leadership. The chapter also discusses the research framework tested in the study. The chapter concludes with the development of the research hypotheses.

Chapter 3 describes the method for the study and these include the discussion on the research design, selection of participants, sample types and size, and the development of research measures. Chapter 3 ends with a brief description on the strategies and procedures that were used to analyse data collected from the survey.

Chapter 4 reports result of the study. There are reports of the descriptive statistical analysis, bivariate correlation analysis, and regressions analysis. The results are summarized in number of tables to facilitate interpretation.

Chapter 5 discusses the interpretation of the research findings for the study. The findings are compared to those found in the past research reviewed in Chapter 2. New findings are also discussed. The chapter ends with a discussion on limitations of the study, their implications for both researchers and practitioners, and some suggestions for future research.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter discusses issues related to work engagement as presented in the literatures. The chapter begins by describing the concept of work engagement and this followed by findings from past studies. The chapter then reviews how work-life balance, social support, rewards, and ethical leadership related to work engagement. The chapter concludes by discussing the research framework and the development of hypotheses.

2.2 Understanding the Concept of Work Engagement

The concept of work engagement has been introduced by Kahn in 1990 and he refers it as "harnessing of organizational members' selves to their work roles" (p. 694). Work engagement is the extent to which an individual is attentive and absorbed in the performance of his or her work. He further argued that people who are engaged are not only physically involved in their work, but they are also cognitively alert and emotionally connected to others during the engagement. However, he believed that the level of work engagement varies across individuals as the amount of energy and dedication they contribute to their job is different.

Since the introduction of the concept of work engagement, many researchers have included work engagement when studying burnout, health, job satisfaction, job performance and turnover intention of employees. For instance, Maslach and Leiter

(1997) have referred work engagement as the opposite of job burnout where they defined burnout as an erosion of engagement. In their writing, they defined burnout as exhaustion, cynicism, and inefficacy and engagement is the direct opposite where energy replaces emotional exhaustion, involvement replaces cynicism, and a sense of efficacy replaces lack of professional accomplishment.

Schaufeli et al. (2002, p.74) defined work engagement as a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption.” Vigor was defined as high levels of energy and mental resilience that relate to work experience, and enthusiasm to invest effort in one’s work and to persist despite being faced with obstacles. It means that the individual feels motivated, eager, and excited about his or her work and will keep on even when setbacks, limitations or challenges arise. Dedication is when a person deeply involved in one’s work and experiencing feelings of significance, enthusiasm, inspiration, and challenge. In other words, individuals become overwhelmed in their work and feeling that their work is important, meaningful, and challenging. Finally, absorption refers to being content and completely focused on one’s work.

In other writing, May et al. (2004) have proposed a definition of work engagement that is based on the definition given by Kahn (1990). Having similar views, they also believed that work engagement consists of physical, emotional, and cognitive component. The physical component is the energy used to perform the job; the emotional component is putting one’s heart into one’s job; and the cognitive component is being absorbed in a job so much that everything else is forgotten.

Other authors such as Robertson-Smith and Markwick (2009) regards engagement as something given by the employee which can benefit the organization through commitment and dedication, advocacy, discretionary effort, using the

maximum talent and fully support the organization's goals and values. They believed that engaged employees normally will feel a sense of attachment towards their organization that lead to less turnover.

2.3 Past Empirical Studies on Work Engagement

Reviewing the literature have shown that workplace engagement has several advantages and has been considered critical in forecasting desired organizational performance, including creativity, greater production, and satisfied customers (Ismail, 2022). Thus, many researchers have conducted studies to understand factors that might contribute to employees' work engagement. For example, Ganesan and Zainal Azli (2017) have conducted a study in the healthcare industry in Malaysia. The findings indicate that leadership styles were the most significant contribution to employees work engagement apart from factors like pay and benefits, work-life balance, and communication.

In a study conducted by Mansor, et al. (2018) on fourteen ministries in Malaysia have found that employee will be more engaged when there is a good relationship between the subordinate and supervisor and more opportunity for career development. Factors such as rewards and recognition and employee development were found significant in a study conducted by Choo et al. (2013) when tested against work engagement in manufacturing sector in Malaysia. On the other hand, Rashid and Azhar (2016) have investigated the impact of employees' work engagement on organization's financial and non-financial aspect. The study that was conducted on employees in Small Medium Enterprise (SME) found that employees' work engagement did positively impact the organization in terms of financial and non-

financial factors. Financially, employees who are highly engaged help the organization in achieving profitability, productivity, and business growth. At the same time, employee retention and absenteeism are lower and customer satisfaction are found higher when employees are highly engaged.

Finally, other researchers such as Chaudhury and Mohanty (2018), Harter et al. (2002), Iddagoda and Gunawardana (2012), Patro (2013), Sonali and Vaibhav (2014), and Zelles (2015) also found that highly engaged employees were positively related to financial and non-financial aspects like customer satisfaction, profitability, productivity, and low turnover.

2.4 Work Engagement and Generation Z

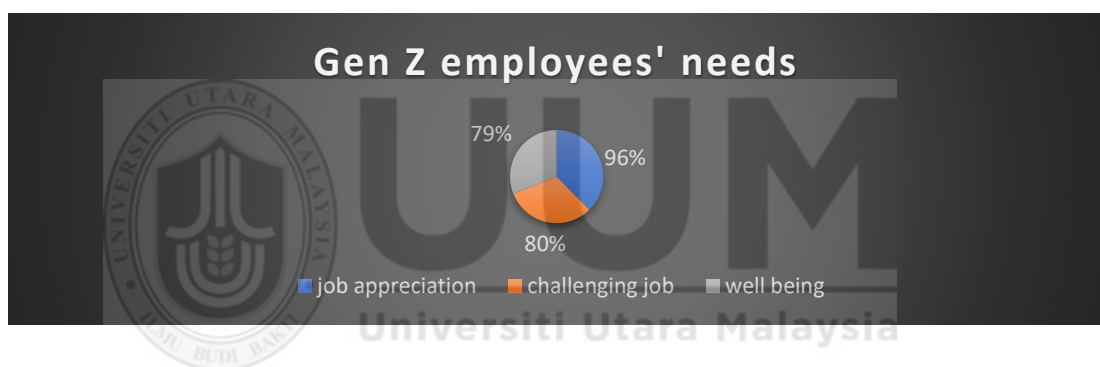
Individuals who are classified as members of generation Z were born between mid-1990s to early 2010s (Nielsen, 2019). Generation Z are the generation of teens, youngsters, or young adult who are easily adapt to any technology equipment or skills, and have slowly entering the workforce. They are made up of over 2 billion people worldwide, and, they are actively shaping the future of working environment.

In the literature, the topic of generation Z's employment engagement has gained attention from researchers and organizations as this generation has enter the labor market. Gaining insight into the work engagement of this current generation is crucial for organizations to effectively attract, retain, and motivate people, given their increasing representation in the labor market. Thus, when comes to managing generation Z employees, organization cannot just rely on the practices and strategies

used for prior generations. This is because the newest generation may have distinct demands and expectations that differ from those of earlier generations.

According to Edward (2022), generation Z employees in the United States prefer for challenging job roles. Additionally, as shown in Figure 2.1, they place significant importance on their hard work being recognized and valued by their organization, as well as the organization's commitment to their overall well-being and career growth.

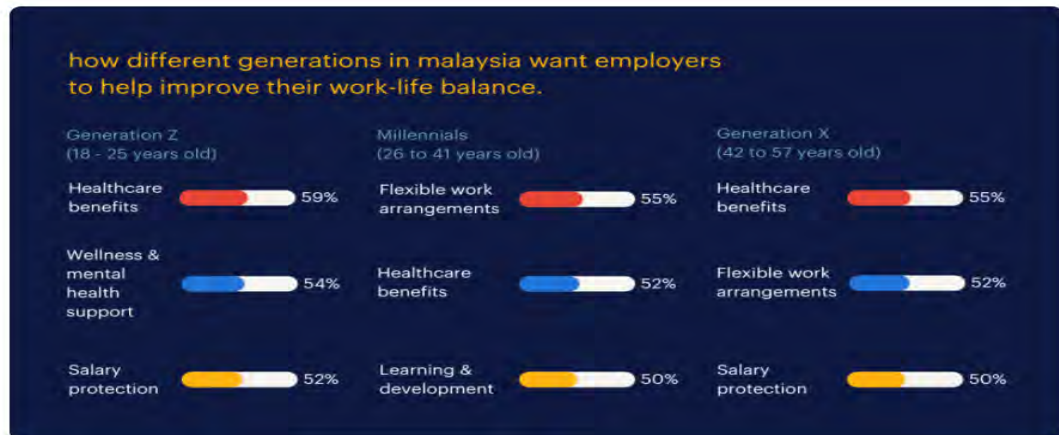
Figure 2.1
Gen Z Employees' Needs



In Malaysia, it is imperative for generation Z employees to prioritize work-life balance, with a particular emphasis on healthcare provisions (Figure 2.2). The declining engagement and increasing turnover among generation Z individuals might be attributed to organizational factors such as neglecting or insufficiently emphasis on work-life balance. According to a study conducted by Randstad in 2022 on how different generations in Malaysia want employers to help improve their work-life balance, 59% of generation Z has highlighted on healthcare benefits. This follows with wellness and mental health support (54%) and salary protection (52%).

Figure 2.2

Different Generation Needs to Improve Work-life Balance



In managing generation Z engagement, Mărginean (2021) has suggested that organizations to prioritize on the essential insights required by generation Z and consider the distinct characteristics of this demographic group in their planning. The following statements highlight the crucial understanding that organizations must prioritize.

1. Offering flexible work schedules and technologically advance work environments as ways to attract the generation Z and enhance their levels of engagement. This is because the advent of mobile devices, social networking platforms, and ubiquitous internet connectivity has shaped the upbringing of generation Z. Thus, they exhibit a preference for engaging with digital technologies.
2. Generation Z often seeks employment opportunities that align with their ethical values and afford them the ability to positively impact the society. In other words, generation Z employees will be attracted to and actively involved with organizations that prioritize their impact on society and the environment.
3. Providing generation Z with the opportunities for education, personal development, and career advancement. To cultivate a culture of continuous learning and sustain the engagement and commitment of generation Z employees, it is imperative for

businesses to allocate resources towards the implementation of development and training programs.

4. Dedication towards work is contingent upon consistent feedback and expressions of appreciation. The individuals prioritise receiving timely feedback and recognition for their efforts. Generation Z employees exhibit higher levels of engagement in the workplace when organizations implement performance evaluation systems and recognition programs.

5. The concept of work-life balance is important to generation Z, who prioritize their personal aspirations over their working responsibilities. Employers need to promote good working atmosphere by actively providing work-life equilibrium and offering adaptable work options. These will increase employee engagement and productivity levels.

6. Collaboration and inclusion are valued by generation Z, as they value collective efforts and working together. They have the potential to enhance their level of engagement and attain higher levels of job satisfaction when they are part of inclusive and diverse work environments that prioritize involvement and foster open communication.

7. Generation Z possess entrepreneurial mindset, who exhibit a propensity for seeking opportunities to exercise creativity and autonomy within their professional endeavours. Organizations that foster innovation, facilitate idea interchange, and promote participation in decision-making can address this aspect of their professional involvement.

2.5 Work-life Balance

The concept of work-life balance entails the ability of an employee to effectively manage and harmonise their professional responsibilities with their personal and familial commitments (Karthik, 2013). According to Beauregard and Henry (2009), individuals who maintain a healthy work-life balance are capable of effectively allocating time for both their professional responsibilities and personal or familial commitments. When an employee experiences stress from many sources and is unable to effectively manage this stress, it can be referred to as a job-family disagreement (Green Haus & Beutell, 1985). Therefore, concept of work-life balance pertains to the capacity of individuals to effectively manage the competing demands of their work and personal lives, ensuring a harmonious equilibrium between their responsibilities and personal interests alongside their professional obligations (Armstrong, 2006).

According to a study conducted by Christopher et al. (2021), it has been observed that effective organizational practices can facilitate a comprehensive comprehension of employees' work-life balance. These practices involve making efforts to accommodate employees' personal and familial leisure time without causing any disruptions. By implementing effective strategies to achieve work-life balance, organizations can mitigate absenteeism and lateness, as well as reduce employee turnover rates where Agarwala (2009) argued that people who can achieve a work-life balance are more likely to remain motivated, leading to increased productivity and improved organizational performance. This balance enables employees to effectively manage both their professional and personal responsibilities. This proposition can be supported by the Social Exchange Theory, which posits that a

favorable equilibrium between work and personal life leads to reduced burnout among employees, thereby fostering higher levels of engagement within the organization.

2.6 Social Support

Social support is part of the job resources. It refers to the extent to which organizations and supervisors value the contribution and well-being of their employees (Rhoades & Eisenberger, 2002) and coworkers' willingness to help each other complete work-related tasks (Cureton, 2014).

Social support encompasses the beneficial social interactions that individuals engage in with their colleagues and superiors, ultimately contributing to their personal well-being (Christopher et al., 2021). It can also be seen as a type of instrumental support, specifically referring to supplementary resources offered by coworkers and supervisors (Karasek & Theorell, 1990). Social support refers to the subjective and objective understanding that an individual is being cared for, has access to aid from others, and is integrated into a network of supportive relationships. Wills (1995) posited that social support can be derived from a diverse range of sources, encompassing familial relationships, friendships, romantic partnerships, companion animals, community connections, as well as interactions with supervisors and colleagues (Wills, 1995).

2.7 Rewards

A job encompasses various elements, including remuneration, retirement benefits, educational provisions, career progression prospects, and other desirable aspects of employment, such as flexible scheduling and avenues for professional

growth. The concept extends beyond the fundamental salary structure by emphasising the wide range of additional benefits provided. The concept of total reward encompasses a strategy that allows for the inclusion of non-monetary elements in the employment package, which may not be initially provided and can be implemented gradually rather than abruptly.

The successful implementation of this approach can be achieved by a comprehensive understanding of employees' incentive preferences and effective communication of the existing framework. According to Indeed Editorial Team (2021), remuneration packages vary among employers, encompassing an initial payment and additional benefits that are contingent upon the organization and the exact role. Certain organizations offer generous compensation packages accompanied by a wide array of attractive benefits, while others provide minimal benefits and comparatively smaller income.

According to Gartner (2020), incentives include a blend of intrinsic and extrinsic rewards that employees are expected to get. In essence, total reward packages refer to the assortment of awards that a company must provide to employees, which depending on their degree and position within the organization. The subsequent information illustrates the comprehensive compensation and benefits packages provided to employees inside an organization.

2.7.1 Base Salary

Base salary is the minimum amount that employers need to pay before tax deduction that can be determine based on the variety of factors such as the ability to boost the productivity (Pay scale 2022). The minimum wage for Malaysian

employees is RM 1500. Overall, the base salary of employee will be based on the position, type, and sector of organization which the employees are working.

2.7.2 Salary Add On

According to Davis (2022), salary add on can be known as additional pay. It is a compensation rewards that give to employees in exchange for their hourly rate including bonus allowances, overtime, and others. The more the salary add on the higher chance of getting employees being retained. The following show the element of salary add on:

- **Overtime.** According to Malaysian Labor Compliance Guide (2022), overtime pay is the rewards that the employees willing to stay after their working hours. This overtime is usually more than 104 hours in certain months. Under 60A (2), 60A(4)(a) of Employment Act, 1955 and Employment (Limitations on overtime work) Regulations, Art. 2, this overtime pay must be paid not less than 1.5-time rate from their normal working. This overtime usually paid for non-executive level.
- **Allowances.** According to Keka (2022) allowances is the monetary rewards employers must pay which is above the based salary. There is various type of allowances that based on the situation and the position.
- **Bonus.** Bonus is a monetary reward in exchange for the employee's productivity (Investopia, 2022).

2.7.3 Short-term and Long-term Incentives

Short term incentives are a scheme that measure employees' productivity within one year while the long-term incentive and vice versa. The purpose of the industry creating these two schemes are to attract and retain more highly performance employees in the company (Phillip & Associate, 2023).

2.7.4 Benefits

Benefits are usually non-monetary rewards other than salary. Employers tend to give these kinds of benefits to the employees to retain them. There are different types of benefits that the organization can give such as medical care, free education, and others.

2.8 Ethical Leadership

Ethical leadership can be broadly characterized as the demonstration of appropriate normative behaviours through interpersonal relationships and individual actions, which are then effectively communicated to employees through direct interaction (Brown et al., 2005). Demonstrating appropriate normative behavior within interpersonal relationships and individual conduct necessitates the embodiment of qualities such as justice, honesty, and trustworthiness (Chughtai et al., 2014). The act of conveying these behaviors to the employee through face-to-face communication signifies that the leader not only prioritizes ethical considerations, but also effectively communicates to the employee the functioning

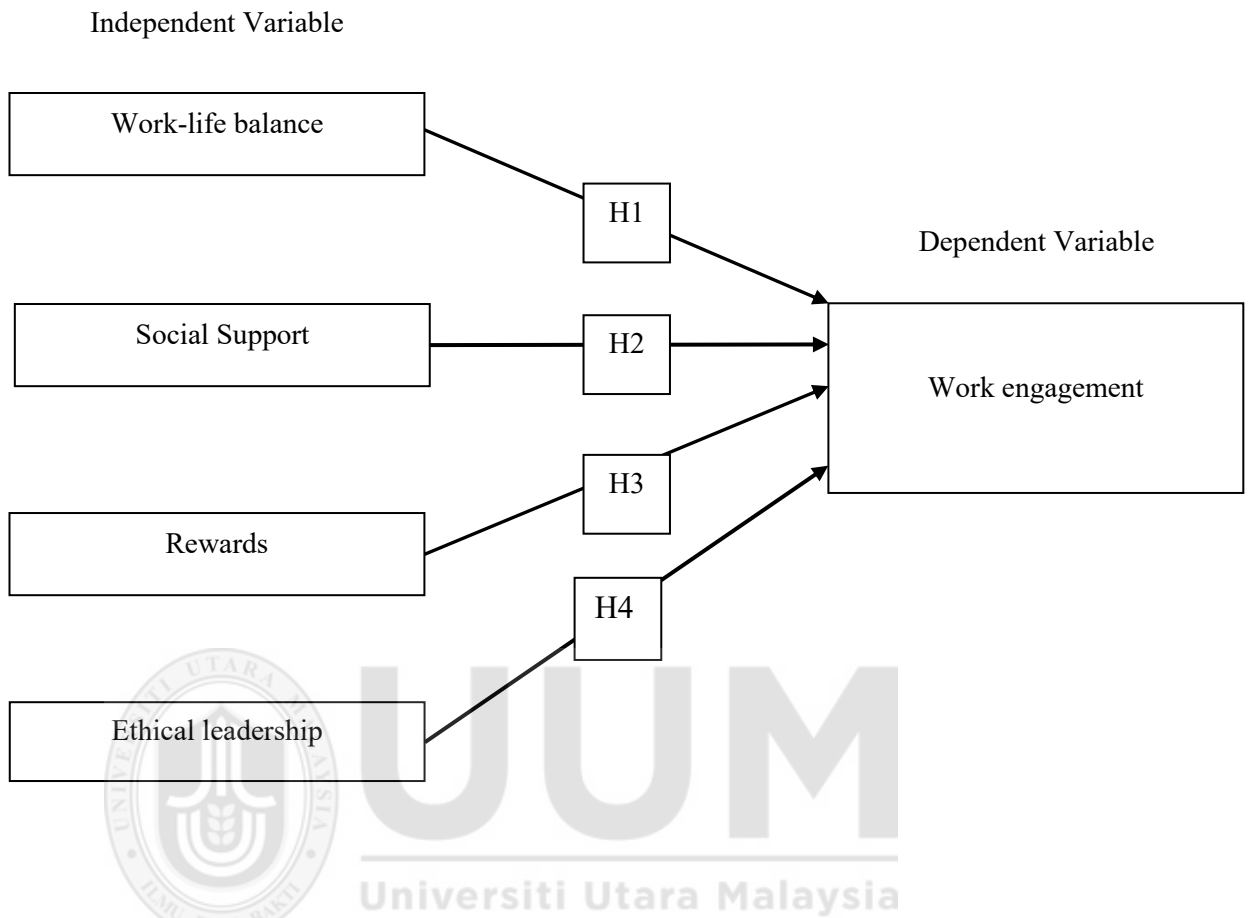
and implications of these ethical principles. Finally, the concept pertains to the way ethical leaders assume responsibility for the outcomes resulting from their choices. Ethical leaders are expected to possess certain characteristics such as the establishment of ethical standards, the ability to make ethical decisions, a strong commitment to honesty, and a genuine sense of care for others (Chughtai et al., 2014).

Ahmad and Gao (2018) propose that an ethical leader can be characterized as both a morally astute management and an individual. A moral individual is characterized by possessing altruistic drive and personality traits such as truthfulness, uprightness, and trustworthiness. The dimensions of a moral manager pertain to the process of making decisions that are in line with the aims of the firm, while also demonstrating compassion and understanding towards employees. To make ethical decisions, it is imperative for ethical leaders to possess both aspects.

2.9 Research Framework

The research framework shown in Figure 2.3 shows the relationship between work-life balance, social support, rewards, ethical leadership, and work engagement. In this study, work-life balance, social support, rewards, ethical leadership are the independent variables, while work engagement is the dependent variable.

Figure 2.3
Research Framework



2.10 Hypotheses Development

2.10.1 Relationship between Work-life Balance and Work Engagement

Marjolein (2016) asserts that there exists a scarcity of studies examining the relationship between work engagement and work-life balance. These studies have failed to provide sufficient evidence to support the notion that employees who experience favorable work-life balance will directly influence their level of work engagement. Despite the limited availability of information, research has indicated that there are notable associations between work-life balance and the well-being and quality of life of employees (Greenhaus et al., 2003). It has been demonstrated that

individuals who maintain a favorable work-life balance tend to experience lower levels of stress compared to those who do not (Marks & MacDermid, 1996).

This phenomenon can be attributed to the significance of the tasks performed by these employees. Furthermore, it has been found that these employees demonstrate enhanced efficacy in managing their time and exertion in response to the various demands they encounter, hence enhancing their overall state of well-being (Whittington et al., 2011). Moreover, the establishment of a harmonious equilibrium between work and personal life has the potential to enhance employees' commitment and job satisfaction inside an organization (Reindl et al., 2011).

There are existing empirical results that establish a substantial correlation between work-life balance and work engagement. Blau (1964) proposed Social Exchange Theory (SET), which posits that when an organization fulfils the many requirements and ensures the well-being of its employees, individuals will develop a sense of appreciation and motivation, leading them to actively engage in the job or task assigned to them. Therefore, the provision of positive value to employees contributes to the overall benefit of the organization (Aryee et al., 2005), resulting in increased levels of work engagement (Saks, 2006).

According to prior scholarly work, Civian et al. (2008) have asserted that the implementation of measures aimed at fostering a harmonious equilibrium between work and personal life, as well as cultivating a perception of mobility, can have a positive association with work engagement. Furthermore, Sonnentag's (2003) research argues that the inclusion of rehabilitation as a facet of work-life balance has the potential to enhance employees' levels of engagement inside the workplace. Colleagues who have successfully overcome challenges tend to display higher levels of motivation, exert greater effort, and demonstrate increased tenacity compared to

colleagues who have not experienced such obstacles. This implies that a period of recuperation has the potential to enhance the energy and well-being of employees. The availability of resources for employees who have recovered can have a significant impact on their level of commitment and dedication to their employment. Ultimately, the process of work engagement culminates in absorption, which can be enhanced by the practice of recovery. According to Sonnentag (2003), those who have experienced a successful recovery process exhibit enhanced ability to concentrate on their tasks and effectively ignore any potential sources of diversion.

Based on the above discussion, the following hypothesis is proposed:

H1: There is a significant relationship between work-life balance and work engagement

2.10.2 Relationship between Social Support and Work Engagement

According to the scholarly publication authored by Okojie et al. (2023), based on the COR theory proposed by Hobfoll (1989), social support has been identified as a valuable resource for augmenting employee engagement within organizational settings. The COR hypothesis posits that social support serves as a motivational mechanism, driving employees to actively pursue and attain both professional and personal objectives.

Park et al. (2018) argued that individuals who regard their social relationships as helpful tend to exhibit greater trust in their choices and reduced levels of anxiety in the workplace. Furthermore, individuals tend to exhibit increased motivation, leading to heightened effort and greater engagement to attain both personal and organisational objectives (Lyubomirsky et al., 2005).

According to Kahn (1990), it has been argued that the presence of supportive interpersonal relationships and trust within the workplace is positively associated with increased levels of employee engagement. The establishment of social support and trust is essential for fostering participation. Saks and Gruman (2014) believed that a positive relationship between employees' perception of their workplace as helpful, cohesive, and involving, and their levels of job satisfaction, dedication, and engagement. According to Okojie et al. (2023), employees who receive sufficient support from their organization are likely to experience a sense of dedication and enthusiasm, leading to a high level of engagement in their work. Empirical evidence has consistently demonstrated a positive correlation between social support and employee engagement.

Humphrey et al. (2007) posited that social support is indicative of the extent to which an organization provides avenues for aid, which is likely crucial for fostering employee engagement. Furthermore, May et al. (2004) asserted that social support is a psychological phenomenon that influences employee engagement. They specifically identified supportive relationships with co-workers and supervisors as favorable indications of psychological safety. Moreover, according to Kiema-Junes et al. (2020), the level of social support that employees receive in the job has an impact on their level of involvement.

Wu et al. (2020) propose that the presence of a positive atmosphere at work is positively associated with employee work engagement, while the absence of such support diminishes the likelihood of experiencing engagement in the workplace. According to Wu et al. (2020), when employees are provided with the opportunity to freely express their emotions and thoughts without fear of retribution or isolation, it

results in a reduction of stress levels. Consequently, this fosters a greater level of employee work engagement within the workplace.

A study conducted by KiemaJunes et al. (2020) found that employees who perceive support from their organization tend to exhibit higher levels of dedication and engagement in their work. Based on their research findings, it has been observed that students who perceive a sense of support from their teachers tend to exhibit higher levels of dedication and concentration towards their academic tasks. According to the findings of Inggamara et al. (2022), organizations can establish circumstances that foster work engagement. This may be achieved by offering a work environment that is rich in resources, facilitating a harmonious balance between professional and personal responsibilities. Consequently, as elucidated in the preceding discourse, there exists a favorable correlation between social support and participation. Therefore, the following hypothesis is proposed:

H2: There is a significant relationship between social support and work engagement

2.10.3 Relationship between Rewards and Work Engagement

Rewards system has become one of the important factors that will affect heavily on how the employee will engage in their work. Rewards system, could be a means of powerful tool to affect an organization's culture. The reward system defines the relationship between the organization and the individual member by specifying the terms of exchange (Kerr & Slocum, Jr, 2005). This means that with the right reward system or compensation to the right employees, employee will become more motivated, and more engaged to their work. This emphasizes that motivation can

become one of the factors that makes the employees contribute more to the organization.

An engaged workforce is considered a cornerstone of sustaining a competitive advantage (Macey et al., 2011). It is out of utmost importance that, an organization should be finding a strategy so that their organization have the competitive advantage. An engaged workforce can also be one of the competitive advantages in the organization. When the employee has the motivation, they will create a positive attitude that they will be more dedicated to their work. Aside from that, a positive environment may create a good workplace whereby can affect the employee to be motivated thus feeling confident about their work. Concerning workaholism, some people may think that workaholism and work engagement are the same thing, but it is not. In terms of concept, workaholism, works very hard for their company and they do not disengage from their work and taken most of their life with only work. Even after or before work, they keep constantly thinking of their work. I

In comparison with work engagement, it shows daily fluctuations, and are easily affected by the job resources (e.g., rewards or reinforcement). Work engagement is usually associated with positive forces (life satisfaction, and good social relationships at work) (Taris et al., 2009). Thomas (2006) believed that benefits such as extrinsic reward can motivate employees to do their work. Example of benefits is the medical fees paid by the company. When the employee has these benefits, they will be more motivated to work on their job. According to Gorgievski (2013), it is also essential that the benefits can have positive and negative effects on the employee. As such that, when the benefits are right for them, it would a good indicator that leads for work engagement. But if it happened that the employee benefits is not right with the employee, it would bring bad effect to the company.

Ismail (2022) argued that the presence of rewards can have a significant impact on employee work engagement. These awards serve as a kind of recognition for the employees' diligent efforts in contributing to the organization's goals, depending on the specific conditions and appropriateness of the rewards. The author further asserts that the remuneration provided to employees is deemed essential, serving primarily as an incentive rather than a source of motivation, intended to acknowledge and recognize the diligent efforts of the workforce. Factors such as wage equity may have an impact on job happiness, as indicated by studies examining several dimensions of satisfaction. A contented employee will experience satisfaction upon receiving adequate rewards commensurate with their job performance, leading to increased engagement and heightened work productivity.

The amount of engagement in the workplace is contingent upon an individual's perception of their rewards, as outlined by Kahn (1990). This perception encompasses various components of rewards, including those derived from external sources such as recognition for achievements, in addition to the intrinsic pleasures associated with the work itself.

Employers value the efforts and achievements of their employees through many means, such as providing encouragement, recognition, and introducing new chances for personal and professional growth. This pertains to showcasing the extent to which the organization places importance on its personnel and takes pride in their accomplishments where even a minor act of kindness or verbal appreciation can yield significant impacts on an individual's work performance. Employee appreciation, as described by Brun and Dugas (2011), refers to a constructive and transparent communication process that recognizes employees as genuine individuals with unique needs and capabilities.

In other study, Ismail (2022) discovered a noteworthy correlation between employee engagement and rewards, indicating that individuals who receive appreciation and recognition are more inclined to be actively involved in their work compared to those who do not. This finding contributes to the establishment of positive organizational relationships with employees. In addition to the aforementioned factors, they exhibit higher levels of productivity, demonstrate satisfactory customer satisfaction, foster positive relationships with colleagues, and have reduced turnover rates. Employers assume a significant responsibility in fostering employee retention by implementing a suitable compensation framework and offering specific incentives and benefits to foster employee motivation and therefore enhance their commitment to the organisation.

Tower (2003) has made the observation that employees in all countries have the desire for professional growth, but they also require real recognition for their efforts. According to the Corporate Leadership Council in 2004, employees who believe that their achievements will be financially rewarded are more likely to be part of a gratifying organization that establishes a clear connection between worker performance and monetary incentives, commonly referred to as rewards. This outcome aligns with the research conducted by White (2013), which emphasizes the significance of acknowledging and aiding employees' endeavours.

According to a study conducted by Watson Wyatt in 2007, it is crucial to establish explicit expectations and provide promised incentives to cultivate employee engagement. The survey findings indicate that employees are far more likely to exhibit high levels of engagement when their supervisors effectively create standards and fulfil their commitments, as opposed to those who perceive a lack of such actions.

Conversely, the expression of appreciation towards employees is consistently recognized and implemented.

Tailoring an intervention to an individual's needs and preferences has been found to enhance its effectiveness where several illustrations of employee devotion, including verbal, written, tactile, and figurative manifestations. According to available data, it has been found that over 90% of American businesses provide some form of reward scheme to their workforce. To implement a retention strategy, the practice of bestowing the Employee of the Month accolade is employed to foster motivation among employees and acknowledge their valuable achievements (Wyatt Watson, 2008). The available evidence demonstrates that rewards have the potential to influence the degree of work engagement. Therefore, the following hypothesis is proposed,

H3: There is a significant relationship between rewards and work engagement

2.10.4 Relationship between Ethical Leadership and Work Engagement

Reviewing the literature showed that ethical leadership was found positively related to work engagement. Since ethical leadership possess different characteristics of a leader, Engelbrecht (2014) argued that these characteristics can have an impact on employees' work engagement. Ethical leaders provide social support, feedback on performances, autonomy, and learning opportunities which are considered as job resources that help employees to focus on their work while they are working. Bakker and Demerouti (2008) believed that these resources provide employees with the necessary assistance to be good at their work and play as an intrinsic motivational role that can lead to work engagement. If the employees feel motivated and treated with respect and perceived that they are valued by the organization then they will be

engaged in their work. Also, the work engagement results when an employee granted authority in decision making processes and has the freedom on taking the action without the need to consult the supervisor in every time. According to Macey et al (2009), employees who know what the strategic priorities of the organization are and how they are going to help to reach the organization's goals through their work tend to be more engaged in their work.

Other studies conducted Den Hartog and Belschak (2012), Engelbrecht et al. (2014) and Taşlıyan et al. (2016) have found that ethical leadership has a positive impact on work engagement. In other words, employees perceived their leaders as ethical they show higher engagement in their work. Sugianingra et al. (2014) also found a positive and significant relationship between ethical leadership and work engagement where the better the ethical leadership, the higher feeling of work engagement. As it is understood from the studies mentioned, the strong sense of ethical leadership of employees can increase their engagement to work. The results from these studies showed that if a leader is fair, shares the decision making process with his/her followers, expresses roles clearly, displays a community and people oriented behavior, has a sense of integrity, guides on ethical issues, and pays attention to sustainability then he/she will increase their work engagement. Therefore, the following hypothesis is proposed,

H4: There is a significant relationship between ethical leadership and work engagement

2.11 Conclusion

This chapter has presented the discussion on past and existing empirical works in the areas of work engagement, work-life balance, social support, rewards, and ethical leadership. The chapter has also presented the research framework and the research hypotheses tested in the study. The following chapter, Chapter 3 describes the method of the study.



CHAPTER 3

METHODOLOGY

3.1 Introduction

Chapter three discusses the method for the study. The discussion begins with the research design and follows by the study population and sampling. The chapter also discussed on the development of the survey materials, the data collection procedures, and strategies for data analyses.

3.2 Research Design

A quantitative approach is employed in this study as the design allows the use of statistical-based methods for collecting and analyzing numerical data to comprehend the relationship between variables (Creswell, 2003). This aligned with the objective of this study, which is to examine the direct relationship between work-life balance, social support, rewards, ethical leadership, and work engagement.

Individual generation Z was taken as the unit of analysis for this study and the primary data for this study were gathered through online survey (Google Form). Respondents' perception about work-life balance, social support, rewards, ethical leadership are the basis for understanding their influence on work engagement issues. Therefore, an individual is considered suitable to be taken as the unit of analysis to test all the variables shown in the research framework.

Researcher's interference was minimal as the study was conducted in a natural environment. The study employed a cross-sectional design where the data was

collected at one point of time as the design is simple, inexpensive and allows for data collection in a relatively short period.

3.3 Population and Sampling

3.3.1 Study Population

In this study, generation Z employees from three organizations were taken as the study population. As shown in Table 3.1, there are 500 generation Z employees working in these three organizations.

Table 3.1

Distributions of Generation Z Employees in the Organizations

Organizations	Total number of Gen z employees
Organization A	17
Organization B	300
Organization C	183
Total	500

3.3.2 Sample Size

For this study, the sample size is determine based on Krejcie and Morgan (1970) table. Based on the population of 500 people, the sample size table suggested by Krejcie and Morgan (1970) is 217. This means a total of 217 generation Z employees are needed to represent the whole study population. This sample size fits Roscoe's rule of thumb where a sample that is larger than 30 and less than 500 is appropriate for most research.

3.3.3 Sampling Technique

Since the total number of generation Z in the organizations is not the equal, this study used stratified random sampling technique as ways to collect data. According to Taherdoost (2016), stratified random sampling segregate the population into subgroups and a random sampling is taken from every subgroup. Subgroups might be formed based on gender, company size, branch, or occupation. In this study, disproportionate stratified random sampling technique was applied. The aim of this technique is to make sure that each stratum is sufficiently represented (Ackoff, 1953). Thus, the technique is passable to be applied in this study whereby generations z are taken from three organizations and stratified sampling could allow each stratum an opportunity to be represented.

Table 3.2 presented the sample size for each of the organizations involved in this study. The stratum formula adapted from Hayes (2020) is applied to achieve the suggested 217 respondents for this study:

Sample size for each organization = (Sample size/ number of population) x stratum size

Table 3.2
Sample Size for Each Organization

Organization	Population / Stratum Size	Stratum Formula	Sample Size
Organization A	17	$(217/500)$ $*17$	8
Organization B	300	$(217/500)$ $*300$	130
Organization c	183	$(217/500)$ $*183$	79
Total	500		217

3.4 Operational Definitions and Measurements

3.4.1 Work Engagement

In this study, work engagement is the dependent variable. Work engagement is operationalized as a positive, fulfilling, and work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2003). As shown in Table 3.3, work engagement is measured by 17 items adapted from Schaufeli and Bakker (2003). Based on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with the work engagement statements.

Table 3.3
Work Engagement Items

Variable	Operational definition	Items	Authors
Work Engagement	a positive, fulfilling and work-related state of mind that is characterized by vigor, dedication and absorption	1. At my work, I feel that I am bursting with energy. 2. At my job, I feel strong and vigorous. 3. When I get up in the morning, I feel like going to work. 4. I can continue working for very long periods at a time. 5. At my job, I am very resilient, mentally. 6. At my work I always persevere, even when things do not go well. 7. I find the work that I do full of meaning and purpose. 8. I am enthusiastic about my job. 9. My job inspires me. 10. I am proud of the work that I do. 11. To me, my job is challenging. 12. Time flies when I'm working. 13. When I am working, I forget everything else around me. 14. I feel happy when I am working intensely. 15. I am immersed in my work. 16. I get carried away when I'm working. 17. It is difficult to detach myself from my job.	Schaufeli & Bakker, (2003)

3.4.2 Work-life Balance

Work-life balance is the first independent variable in this study. Work-life balance comprises three dimensions namely, work interference with personal life (WIPL), personal life interference with work (PLIW), and work / personal life enhancement (WPLE). Work interference with personal life (WIPL) was measured using 7-items, personal life interference with work (PLIW) was measured using 4-items and work / personal life enhancement (WPLE) was measured using 4-items. All the items were adapted from Hayman (2005). Based on a five-point scale whereby, 1

= strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with the work-life balance statements.

Table 3.4
Work-life Balance Items

Variable	Dimensions	Operational Definitions	Items	Author
Work-life balance	Work interference with personal life	The extent to which work interferes with personal life	1. My personal life suffers because of work	Hayman (2005)
			2. My job makes personal life difficult	
			3. I neglect personal needs because of work	
			4. I put personal life on hold for work	
			5. I miss personal activities because of work	
			6. I struggle to juggle work and non-work	
			7. I am happy with the amount of time for non-work activities	
	Personal life interference with work	The extent to which one's personal life interferes with work	8. My personal life drains me of energy for work	
			9. I am too tired to be effective at work	
			10. My work suffers because of my personal life	
			11. I find it hard to work because of personal matters	

Work / personal life enhancement	The extent to which one's personal life enhances work	12. Personal life gives me energy for my job 13. My job gives me energy to pursue personal activities 14. I am in a better mood at work because of personal life 15. I am in a better mood because of my job
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3.4.3 Social Support

Social support is the second independent variable in this study. Social support is operationalized as the overall levels of helpful social interaction available on the job from co-workers and supervisors (Karasek & Theorell, 1990). Social support was measured by 8-items adapted from Karasek and Theorell (1990). During the survey, respondents were asked to rate their degree of agreement with the social support statements based on five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree. The social support items were showed in Table 3.5.

Table 3.5
Social Support Items

Variable	Operational definition	Items	Authors
Social support	The overall levels of helpful social interaction available on the job from co-workers and supervisors	1. My supervisor is concerned about the welfare of those under them. 2. My supervisor pays attention to what I am saying. 3. My supervisor is helpful in getting the job done. 4. My supervisor is successful in getting people to work together. 5. People I work with are competent in doing their jobs. 6. People I work with take a personal interest in me. 7. People I work with are friendly. 8. When needed, my colleagues will help me	(Karasek & Theorell, 1990)

3.4.4 Rewards

Rewards are the third independent variable. Rewards were measured by two dimensions - basic salary and bonuses. Basic salary was measured by 4-items developed by Heneman and Shwab (1985). While bonuses were measured by 3-items adapted from Sturman and Short (2000). Based on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with the rewards statements. The rewards items were showed in Table 3.6.

Table 3.6
Rewards Items

Variable	Dimensions	Operational Definitions	Items	Author
Rewards	Basic salary	Employees' satisfaction towards amount of basic salary	1. I am satisfied with my basic salary	Heneman & Shwab (1985)
			2. I am satisfied with the total of my current salary	
			3. I am satisfied with my overall pay including allowances and other monetary incentives (gross salary)	
			4. I am satisfied with my total take home pay (net salary)	
	Bonuses	Employees' satisfaction towards bonuses	1. I am satisfied with the total of my most recent bonus	Sturman & Short (2000)
			2. I am satisfied with the total bonuses I typically received in the past	
			3. I am satisfied with how my bonuses are determined	

3.4.5 Ethical Leadership

Ethical leadership is the fourth independent variable in this study. It is operationalized as honesty and integrity, enforce ethical standards, fairness in decisions and the distributions of rewards and behaviour that show kindness and compassion (Yulk et al., 2013). Ethical leadership is measured using 15 items adapted from Yulk, et al. (2013). The items include aspects such as integrity, honesty, fairness,

statement of ethical values, altruism and providing ethical guidance's. Based on a five-point scale whereby, 1 = strongly disagree, and 5 = strongly agree, participants rated their degree of agreement with the ethical leadership statements. The ethical leadership items were showed in Table 3.7.

Table 3.7
Ethical Leadership Items

Variable	Operational definition	Items	Authors
Ethical leadership	Perceptions of employees towards their leader in terms of integrity, honesty, justice, a declaration of ethical principles, selflessness and offering moral counsel	1. My leader shows a strong concern for ethical and moral values 2. My leader communicates clear ethical standards for members 3. My leader shows an example of ethical behaviour in his/her decisions and actions 4. My leader is honest and can be trusted to tell the truth 5. My leader keeps his/her actions consistent with his/her stated values 6. My leader is fair and unbiased when assigning tasks to members 7. My leader can be trusted to carry out promises and commitments 8. My leader insists on doing what is fair and ethical even when it is not easy 9. My leader acknowledges	Yukl et al. (2013)

mistakes and takes
responsibility for
them

10. My leader regards
honesty and integrity
as important personal
values
11. My leader shows an
example of
dedication and self-
sacrifice for the
organization
12. My leader opposes
the use of unethical
practices to increase
performance
13. My leader is fair and
objective when
evaluating member
performance and
providing rewards
14. My leader puts the
needs of others
above his/her own
self-interest
15. My leader holds
members
accountable for using
ethical practices in
their work



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3.5 Layout of Questionnaire

All the survey materials were prepared in English, as professional-level workers in Malaysia can and often do work in English. The survey material that was used in this study is shown in Appendix A. As the questionnaire was distributed online, it was prepared in the Google form format. The form was sent to respondents through organization's representative email where they were given the access by clicking the google form link.

The questionnaire consists of 6 sections. Section one asked about work engagement factors and there are 17 items. In section two of the questionnaire, there are 15 items on work-life balance factors. Section three consists of 8 items on social support. While section four consists of 15 ethical leadership questions. There are 7 items on rewards in Section 5. The final section, section six sought the demographic characteristics of the participating generation Z, and their respective organization. This information is necessary to show that the sample is representative and to ensure that generalizations to the wider population can be made.

3.6 Data Collection Procedure

3.6.1 Pre-test

As argued by Abbot and Bordens (2011), instruments validation describes the degree to which it measures what is supposed to be measured. It also refers how the chosen measurements are precisely explain the concept of research. Content validity clarifies the logic behind the scale of what is intended to be measured (Zikmund, 2013). According to Sekaran and Bougie (2013), content validity estimates the relationship between set of items and concepts through expert's evaluation and pre-testing. Having a satisfying content validity is crucial as it gives affirmation to the researcher and the whole study in general. In this study, the content validity of the questionnaire was validated by the supervisor and two other academicians who are expert in the area. Once the content of the questionnaire is approved, a pilot study was conducted.

3.6.2 Pilot Study

According to Saunders et al. (2009), it is always useful to carry out a pilot study before the actual data collection. It is done by testing and checking the questionnaire on a small sample of the subjects. The purpose of conducting a pilot study is to achieve a flawless questionnaire so that it would be possible for the researcher to take all the necessary modifications after the pilot study

For this study, the pilot study was conducted on 30 generation Z employees from the three organizations. They are not part of the participants for the actual data collection. The internal consistency reliabilities (Cronbach's Alpha) of the research measures from the pilot study are reported in Table 3.8. As shown in Table 3.8, all variables have satisfactory reliability values ranging from .792 to .976. There were no changes required to the questionnaire.

Table 3.8
Reliability Analysis on Pilot Study

	Variables	Number of Items	Cronbach's Alpha
1	Work engagement	17	.796
2	Work-life balance	15	.806
3	Social support	8	.792
4	Rewards	7	.937
5	Ethical leadership	15	.976

3.6.3 Actual Data Collection

The actual data collection was conducted from 10th October 2023 to 4th November 2023 after the validation of the survey questions through content validity, and pilot study. For this study, the data were collected using Google Form where link to the survey was given to the representatives of each of the three organizations once approval was obtained from the organizations. A brief explanation about the study was given to the representatives prior sharing the link to the survey questions. Participation in this study was on a voluntary basis and anonymous.

Each respondent received information sheet that briefly explained the study and the questionnaire. All respondents were informed and reminded that their participation was completely voluntary and their responses were treated with the strictest confidentiality. They were allowed to withdraw from the study at any time and not complete the questionnaire without prejudice. The completion and return of the questionnaire were taken as the indication that the participants agreed to participate. A follow-up reminder through a phone call with the representatives was conducted to update on the response rate and to remind the respondents about filling and returning the questionnaire.

3.7 Data Analysis Strategy

In this study, SPSS (version 27) program for Windows was used to analyse the data collected. Prior to primary analyses, the data were examined for data entry accuracy, outliers, and distributional properties.

3.7.1 Descriptive Analysis

According to Sekaran (2003), descriptive analysis is a method to describe the basic features of the data in the research and these include the minimum, maximum, mean and standard deviation of a sample. As for this study, these categories of data help the researcher to summarize the variables of interest and provide a quick summary of the demographic characteristics of respondents participated in this study. Among the demographic characteristics asked in the questionnaire include gender, age, marital status, highest education qualification, monthly income, number of years with the organizations, current position, and number of years with current position,

3.7.2 Correlation Analysis

In this study, correlation analysis was conducted to explain the strength and direction of the linear relationship between two variables. The ideal correlation of 1 or -1 indicates that the value of one variable can be determined accurately by knowing the value of the other variable. Therefore, to determine the strength of the relationship between the variables in this study, the correlation technique was used to understand the direction of the relationship and amount of correlation between the independent variables (work-life balance, social support, rewards, and ethical leadership), and dependent variable (work engagement). To interpret the value between 0 (no relationship) and 1 (perfect relationship), Cohen's (1988) suggestion is followed. When the value of r is between ± 0.1 to ± 0.29 , the relationship is said to be small. The relationship is considered medium when r value is between ± 0.30 to ± 0.49 , and the strength is large when r value is between ± 0.50 and above.

3.7.3 Regression Analysis

Multiple regression analysis is a statistical technique used to analyze the relationship between a single dependent (criterion) variable and several independent (predictor) variables. The objective of conducting multiple regression analysis is to use the independent variable whose values are known to predict the single dependent value selected by the researcher. Each independent variable is weighted by the regression analysis procedure to ensure maximal prediction from the set of independent variables. The set of weighted independent variables forms the regression variate, linear combination of the independent variables that best predicts the dependent variable (Hair, Jr et al., 2010). Multiple regressions are important because it can forecast future outcomes. The purpose of performing a multiple regression in this study is to determine the predictive power of the independent variables (work-life balance, social support, rewards, and ethical leadership) toward the dependent variable (work engagement).

3.8 Conclusion

This chapter has explained the research method and strategy for the study. It described the research design, the selection of the respondents, development of the questionnaire, and the data collection procedure. This chapter also briefly explains the adoption of several analyses such as correlation and regression analysis to test the research hypotheses. The results of the study are reported in Chapter 4.

CHAPTER 4

FINDINGS

4.1 Introduction

Chapter 4 reports result of the study. The chapter begins by reporting the response rate and the demographic characteristics of the participants. It then presents the data screening process and the descriptive analysis. The discussions end with a report on correlation analysis and regression analysis.

4.2 Response Rate

As discussed in Chapter 3, data for this study was collected through online survey. The online surveys were collected through Google form where the link was provided to each potential respondent through the organization's representative. A total of 217 online questionnaires were distributed between 10th October and 4th November 2023. Participants were given 14 days to complete the questionnaire. At the end of the survey period, a total of 217 questionnaire were returned, yielding a return rate of 100%.

4.3 Data Screening

Before conducting the primary analyses, the data were first examined for data entry accuracy, and distributional properties. Data screening was conducted by examining basic descriptive statistics and frequency distributions. Data screening is important in the earlier steps as it affects the decisions taken in the steps that follow.

The procedures comprise four assumptions: identification of missing data, normality, linearity, and homoscedasticity. The data were carefully examined for missing information. Descriptive data results showed that no missing information were found. Normality test is conducted using skewness and kurtosis. According to Garson et al. (2012), data is considered to follow a normal distribution when the skewness falls between the range of -2 to +2 and the kurtosis falls within the range of -7 to +7. Results in Table 4.1 indicate that, the data appeared to have a normal distribution.

Table 4.1
Result of Normality Analysis

Construct	Skewness		Kurtosis	
	Stats	SE	Stat	SE
Work Engagement	-0.36	0.16	-0.06	0.32
Work Life Balance	-0.21	0.16	-0.32	0.32
Social Support	0.38	0.16	-0.56	0.32
Rewards	0.8	0.16	-0.84	0.32
Leadership	0.07	0.16	-0.57	0.32

Results of linearity and homoscedasticity for all variables through the scatter plot diagrams indicates no evidence of nonlinear patterns and a visual inspection of the distribution of residuals suggested an absence of heteroscedasticity for the variables.

Concerning to multicollinearity, the results showed that the tolerance values were between 0.50 and 0.98, and the variance inflation factor (VIF) value ranged from 1.01 to 1.64. Given that the tolerance value is substantially greater than 0.10 and the VIF value is less than 10, indicates the multicollinearity was not a problem.

4.4 Demographic Characteristic of the Participants

Detailed descriptive statistics of the participants' demographic characteristics are presented in Table 4.2. It is noted that 61.3% of the 217 participants in this survey were males. Majority of the participants (73.3%) were age between 25 to 28 years old. Out of 217 participants, 76.5% were single. Majority of the participants in this survey (69.1%) had a degree. Most of the participants (24.9%) had a monthly income between RM2001 and RM3000. In terms of number of years with the organizations, 39.2% of the participants had served their organizations between 1 to 3 years. Most of the participants (29%) are executive and most of them (45.4%) had been in their present position between 1 to 3 years.

Table 4.2
Demographic Characteristic of the Participants (n=217)

Demographic	Frequency	Percentage
Gender		
Male	133	61.3
Female	84	38.7
Age		
21-24 years old	58	26.7
25-28 years old	159	73.3
Marital Status		
Single	166	76.5
Married	46	21.2
Divorced / Separated / Widowed	5	2.3
Highest Academic Qualification		
SPM	3	1.4

Diploma	37	17.0
Degree	150	69.1
Master	27	12.4
Monthly Salary		
Below RM1000	19	8.76
RM 1001 – RM 2000	51	23.5
RM 2001 – RM 3000	54	24.9
RM 3001 – RM 4000	48	22.1
RM 4001 – RM 5000	33	15.2
Above RM 5000	12	5.5
Number of years with organization		
Less than one year	79	36.4
1 - 3 years	85	39.2
4 - 7 years	44	20.3
More than 7 years	9	4.1
Number of years in current position		
Less than one year	72	33.2
1 - 3 years	98	45.2
4 - 7 years	45	20.7
More than 7 years	2	0.9
Position		
Analyst	6	2.8
Assistant	2	0.9
Clerk	17	7.8
Coordinator	8	3.7
Customer Service	10	4.6
Designer	2	0.9
Driver	4	1.8
Engineer	27	12.4

Executive	63	29.0
Foreman	3	1.4
Internship	20	9.2
Officer	11	5.1
Operator	26	12.0
Specialist	8	3.7
Supervisor	3	1.4
Team leader	4	1.8
Technician	3	1.4

4.5 Descriptive Analysis

This section discusses descriptive statistics of the variables tested in the present study. In this study, means and standard deviations were used to compute descriptive statistics of the variables. A 5-points Likert scale whereby, 1 = strongly disagree and 5 = strongly agree was employed to measure all variables tested. Table 4.3 presents the results.

As shown in Table 4.3, the means of the variables range from 2.73 to 3.84 indicate moderate level of agreement. Social support has the highest mean which is 3.84 and standard deviation of 0.60. This followed by rewards (mean = 3.49, standard deviation = 0.69) and work engagement (mean = 3.11, standard deviation = 0.67).

Table 4.3
Descriptive Analysis

	Variables	Number of items	Mean	Std. Dev
1	Work engagement	17	3.11	0.67
2	Work-life balance	15	2.91	0.77
3	Social support	8	3.84	0.60
4	Rewards	7	3.49	0.69
5	Ethical leadership	15	2.73	1.06

Table 4.4 showed descriptive analysis for each of work engagement items. In general, the results indicate low to moderate level of agreement with each of work engagement items asked where the means are ranged from 2.04 to 3.89. As shown in Table 4.4, the “*At my work I always preserve, even when things do not go well*” statement has the highest mean.

Table 4.4
Descriptive Analysis of Work Engagement Items

	Items	Min	Max	Mean	Std. Dev
1	At my work, I feel that I am bursting with energy.	1	5	2.81	1.29
2	At my job, I feel strong and vigorous.	1	5	2.93	1.24
3	When I get up in the morning, I feel like going to work.	1	5	2.92	1.20
4	I can continue working for very long periods at a time.	1	5	3.01	1.16
5	At my job, I am very resilient, mentally.	1	5	2.81	1.29
6	At my work I always preserve, even when things do not go well.	1	5	3.89	0.96
7	I find the work that I do full of meaning and purpose.	1	5	3.87	0.95

8	I am enthusiastic about my job.	1	5	2.96	1.21
9	My job inspires me.	1	5	3.08	1.15
10	I am proud of the work that I do.	1	5	3.87	0.95
11	To me, my job is challenging.	1	5	3.76	1.20
12	Time flies when I'm working.	1	5	3.76	1.20
13	When I am working, I forget everything else around me.	1	5	2.04	1.14
14	I feel happy when I am working intensely.	1	5	2.82	1.30
15	I am immersed in my work.	1	5	3.06	1.14
16	I get carried away when I'm working.	1	5	2.93	1.21
17	It is difficult to detach myself from my job.	1	5	2.80	1.28

Descriptive analysis work-life balance items is shown in Table 4.5. The results indicate low to moderate level of agreement with all the items where the means ranged from 2.24 to 3.18. The “*My job gives me energy to pursue personal activities*” statement received highest level of agreement.

Table 4.5
Descriptive Analysis of Work-life Balance Items

	Items	Min	Max	Mean	Std. Dev
1	My personal life suffers because of work	1	5	2.83	1.29
2	My job makes personal life difficult	1	5	2.70	1.34
3	I neglect personal needs because of work	1	5	2.71	1.31
4	I put personal life on hold for work	1	5	2.83	1.29
5	I miss personal activities because of work	1	5	3.14	1.17
6	I struggle to juggle work and non-work	1	5	2.93	1.27

7	I am happy with the amount of time for non-work activities	1	5	2.62	1.32
8	My personal life drains me of energy for work	1	5	2.97	1.30
9	I am too tired to be effective at work	1	5	2.71	1.30
10	My work suffers because of my personal life	1	5	2.24	1.07
11	I find it hard to work because of personal matters	1	5	2.83	1.18
12	Personal life gives me energy for my job	1	5	2.62	1.32
13	My job gives me energy to pursue personal activities	1	5	3.18	1.18
14	I am in a better mood at work because of personal life	1	5	2.86	1.17
15	I am in a better mood because of my job	1	5	3.03	1.24

Descriptive analysis for social support items is shown in Table 4.6. The results indicate moderate to high level of agreement with all the items where the means ranged from 3.71 to 3.97. The “*When needed, my colleagues will help me*” statement received highest level of agreement from the participants.

Table 4.6
Descriptive Analysis of Social Support Items

	Items	Min	Max	Mean	Std. Dev
1	My supervisor is concerned about the welfare of those under them.	1	5	3.74	1.00
2	My supervisor pays attention to what I am saying.	1	5	3.71	0.81
3	My supervisor is helpful in getting the job done.	1	5	3.76	1.00
4	My supervisor is successful in getting people to work together.	1	5	3.95	0.89
5	People I work with are competent in doing their jobs.	1	5	3.76	1.00
6	People I work with take a personal interest in me.	1	5	3.96	0.85
7	People I work with are friendly.	1	5	3.94	0.89

8	When needed, my colleagues will help me	1	5	3.97	0.84
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Descriptive analysis for rewards items is shown in Table 4.7. The results indicate moderate level of agreement with all the items where the means ranged from 2.62 to 3.87. The “*I am satisfied with my basic salary*” statement received highest level of agreement from the participants.

Table 4.7
Descriptive Analysis of Rewards Items

	Items	Min	Max	Mean	Std. Dev
1	I am satisfied with my basic salary	1	5	3.87	1.32
2	I am satisfied with the total of my current salary	1	5	2.67	1.24
3	I am satisfied with my overall pay including allowances and other monetary incentives (gross salary)	1	5	2.62	1.25
4	I am satisfied with my total take home pay (net salary)	1	5	2.91	1.07
5	I am satisfied with the total of my most recent bonus	1	5	2.68	1.28
6	I am satisfied with the total bonuses I typically received in the past	1	5	2.68	1.28
7	I am satisfied with how my bonuses are determined	1	5	2.84	1.28

Descriptive analysis for ethical leadership items is shown in Table 4.8. The results indicate moderate level of agreement with all the items where the means ranged from 2.81 to 3.89. The “*My leader shows an example of dedication and self-sacrifice for the organization*” statement received highest level of agreement from the participants.

Table 4.8
Descriptive Analysis of Ethical Leadership Items

	Items	Min	Max	Mean	Std. Dev
1	My leader shows a strong concern for ethical and moral values	1	5	3.64	0.85
2	My leader communicates clear ethical standards for members	1	5	3.75	0.88
3	My leader shows an example of ethical behaviour in his/her decisions and actions	1	5	3.74	0.90
4	My leader is honest and can be trusted to tell the truth	1	5	3.63	1.01
5	My leader keeps his/her actions consistent with his/her stated values	1	5	3.64	0.88
6	My leader is fair and unbiased when assigning tasks to members	1	5	2.81	0.90
7	My leader can be trusted to carry out promises and commitments	1	5	2.93	1.24
8	My leader insists on doing what is fair and ethical even when it is not easy	1	5	2.92	1.20
9	My leader acknowledges mistakes and takes responsibility for them	1	5	3.01	1.15
10	My leader regards honesty and integrity as important personal values	1	5	2.81	1.29
11	My leader shows an example of dedication and self-sacrifice for the organization	1	5	3.89	0.96
12	My leader opposes the use of unethical practices to increase performance	1	5	3.87	0.95
13	My leader is fair and objective when evaluating member performance and providing rewards	1	5	2.96	1.20
14	My leader puts the needs of others above his/her own self-interest	1	5	3.08	1.15
15	My leader holds members accountable for using ethical practices in their work	1	5	3.87	0.95

4.6 Correlation Analysis

Table 4.9 presents the means, standard deviations, and Pearson correlations of variables for the 217 participants. The internal consistency reliabilities (Cronbach's Alpha) of the research measures are reported in parenthesis along the diagonal of the correlation table. As shown in Table 4.9, the Cronbach's alpha for work engagement was .88, work-life balance was .89, social support was .80, rewards were .94, and ethical leadership was .92.

Table 4.9 revealed significant positive relationship between rewards and work engagement ($r = .30, p < .01$), suggesting that the higher the rewards, the higher their engagement towards work. Also, there were significant positive relationships between ethical leadership and work engagement ($r = .47, p < .01$). The results imply that the more ethical the leader, the more participants engaged with their work.

However, there is no significant correlations between work-life balance and work engagement ($r = .11$) and between social support and work engagement ($r = .11$). The results indicate that participants' engagement to work were not related to work-life balance and social support.

Table 4.9
Descriptive Statistics, Scale Reliabilities, and Correlations of Variables

	Variables	N	Mean	Std. Dev	1	2	3	4	5
1	Work-life balance	217	2.90	0.77	(0.89)				
2	Social support	217	3.84	0.60	-0.09	(0.80)			
3	Rewards	217	2.74	1.07	0.30	0.35	(0.94)		
4	Ethical leadership	217	3.49	0.70	-0.13	0.61**	0.16*	(0.92)	

5	Work engagement	217	3.11	0.69	0.11	0.11	0.30**	0.47**	(0.88)
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***Correlation is significant at the 0.01 level (2-tailed) & *Correlation is significant at the 0.05 level (2-tailed)*

4.7 Multiple Regression Analysis

As shown in Table 4.10, 41% ($R^2=0.41$, $F=36.11$, $p<0.01$) of the variance in work engagement was significantly explained by work-life balance, social support, rewards, and ethical leadership. In the model, rewards ($\beta=0.71$, $p<0.01$) and ethical leadership ($\beta=0.19$, $p<0.01$) were found significantly positively related to work engagement. While, social support ($\beta= -0.41$, $p<0.01$) was found significantly negatively related to work engagement. Therefore, Hypotheses 2, 3 and 4 were supported. The results suggest that participants' engagement towards work was contributed by rewards and ethical leadership. However, increasing in social support seems to decrease work engagement level.

Table 4.10
Multiple Regression Analysis

Independent Variable	Dependent Variable (Work Engagement)	t	Significant (p)	Collinearity Statistics	
	(Standardize coefficient) Beta			Tolerance	VIF
Work-life balance	0.15	2.83	0.05	0.98	1.01
Social support	-0.41	-6.17	0.00**	0.63	1.59
Rewards	0.71	10.45	0.00**	0.60	1.64
Ethical leadership	0.19	3.60	0.00**	0.96	1.04
F Value	36.11				
R ²	0.41				

Adjusted R ²	0.39
Durbin Watson	1.42

Note: *p<0.05, **p<0.01

In conclusion, the analysis technique used in this study such as multiple regression has able to answer the research objectives and test the proposed hypotheses. Table 4.11 presents the summary of the hypotheses testing.

Table 4.11
Summary of Hypotheses Testing

Hypotheses	Statement	Findings
H1	There is a significant relationship between work-life balance and work engagement	Not supported
H2	There is a significant relationship between social support and work engagement	Supported
H3	There is a significant relationship between rewards and work engagement	Supported
H4	There is a significant relationship between ethical leadership and work engagement	Supported

4.8 Conclusion

This chapter described the demographic characteristics of the 217 participants, the results of the correlation, and regression analyses. The results indicate that rewards and ethical leadership were significantly positively related to work engagement. However, social support was found significantly negatively related to work engagement. These research findings are discussed in the next chapter, Chapter 5.

CHAPTER 5

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

Chapter 5 discusses the findings of the study, in light of the literature reviewed on work engagement and the hypotheses developed in Chapter 2. The findings reported in this study elaborates and extends prior research on work engagement. The findings, as presented in Chapter 4, are discussed in the sections below. There are several contributions that can be drawn from the study.

5.2 Summary of the Findings

The main aim of this study is to investigate factors that contribute to work engagement among generation Z. The study tested the relationship between work-life balance, social support, rewards, ethical leadership, and work engagement. Multiple regressions analysis was conducted to test hypotheses 1, 2, 3 and 4 which is to test the direct relationship between work-life balance, social support, rewards, ethical leadership, and work engagement. The findings revealed that rewards and ethical leadership was significantly positively related to work engagement. While, social support was significantly negatively related to work engagement. Thus, hypotheses 2, 3 and 4 were supported.

5.3 Relationship between Work-life Balance and Work Engagement

It was predicted that work-life balance would relate to work engagement. Interestingly, unlike in previous studies, the generation Z employees in this study did not perceive work-life balance as a contributing factor on their engagement in works. One of the reasons might be due to the majority of the respondents in this study age between 25 to 28 years old and still single. Thus, it is not surprising to find why work-life balance was not related directly to their work engagement. Thus, balancing between work and family is not a major issue that can interfere their engagement towards work. They can work long hours if they like as they do not have to worry about spending times with wife and kids.

5.4 Relationship between Social Support and Work Engagement

Social support was found related to work engagement but in the negative direction. In this study, social support was measured by helpful social interaction available on the job from co-workers and supervisors. The findings indicate that the more social support received by generation Z employees from their co-workers and supervisors, the less engaged they will be with their works. In previous study conducted by Othman and Nasurdin (2013), they found that supervisor support was positively related to work engagement but co-worker support was found to have no effect on work engagement. In certain cases, receiving unwanted social support was often perceived as an attack on the individual independence and self-determination. In fact, receiving negative interactions such as giving discouraging expression of feeling,

making critical remarks, invading other privacy, interfering in other affairs, or failing to provide promised help may discourage others to engage with their work.

5.5 Relationship between Rewards and Work Engagement

In this study, rewards are measured in the form of basic salary and bonuses received. As predicted, rewards were found to have a direct relationship with work engagement. In other words, rewards were regarded as a motivator factor for generation Z employees to engage with their work. The more rewards they received, the more engaged they will be. The current findings provide support for previous studies conducted by Mohd Taufek, et al. (2016) and Ismail (2022) where rewards were found positively related to work engagement. The findings are not surprising as employees tend to be more engaged at work when their work output being recognized either verbally or with a reward. Working hard means opportunity for promotion and promotion relates to monetary rewards. Since the respondents of this study were those generation Z employees, with majority of them age between 25 to 28 years old and earned monthly income between RM2001 and RM3000, monetary rewards such as salary and bonuses were considered attractive and seen as main motivating factors.

5.6 Relationship between Ethical Leadership and Work Engagement

In this study, ethical leadership was found to have a direct relationship with work engagement. The findings were in-line with studies conducted by Engelbrecht et al. (2017), and Srivastava (2016). The current findings indicate that having a highly ethical leader encourage employees especially those generation Z to engage in their

work. The findings indicate that generation Z put high value on ethics in the organizations especially on their leader, and this become a motivator factor for them to be more engaged with their work. In other words, having leader who possess unethical behaviors such as blaming subordinates for their shortcomings, taking credit of others' work, favouritism, and excessive publicising of ethical leadership failures may demotivate the employees and lower their work engagement. Besides, leader is the one who make decision, and have power to command. Thus, having an ethical leader is seen important especially in addressing work engagement issues.

5.7 Research Implications

5.7.1 Theoretical Implications

The current findings have contributed to the current body of knowledge on work engagement in several ways. First, findings from the current study have given new empirical evidence on the relationship between work-life balance, social support, rewards, ethical leadership, and work engagement. Though in the past, all the factors were found to be related to work engagement, in this study only rewards and ethical leadership were found positively significant. In fact, social support was found significant but in negative direction. Interestingly, work-life balance has not been perceived important by the generation Z employees when comes to engagement to work.

Secondly, since not many studies have focused at work engagement among generation Z employees in a Malaysian context, the findings give significant input especially in the private sectors. This is another contribution of this study. Thus, the

current findings provide new insights on issues of work engagement among generation Z employees in Malaysia.

5.7.2 Practical Implications

The current research findings have several implications for management of the organization regarding efforts that need to be taken in encouraging generation Z employees to engage in their work. First, the current empirical findings confirmed that providing attractive rewards such as basic salary and bonuses can enhance work engagement among generation Z employees. Compared to other factors, generation Z employees regard monetary rewards are more attractive and acted as push factor to engage with work.

Apart from monetary rewards, generation Z employees also put ethical leadership as one of the factors that motivate them to be more engage with their works. Interestingly, generation Z has highlighted the importance of having ethical leader and not just a leader. Empirically, leaders who are honest, have high integrity, lead with fairness, and hold high ethical principles can directly improve work engagement among generation Z employees.

In summary, the prescriptions discussed above are suggestive of the types of actions that the management can take to encourage generation Z employees to engage with their works. It is hoped that results from the study will encourage new thinking among the management. The research results reported in this study suggest the need for attractive rewards and ethical leadership as ways to encourage work engagement especially among generation Z employees.

5.8 Limitations and Direction for Future Study

There are limitations in the design of this study that might influence the interpretations and generalizations of these findings. These issues are discussed next.

The study was aimed at understanding the influence of work-life balance, social support, rewards, and ethical leadership on generation Z's work engagement, but the study was conducted on generation Z in three private organizations only. The study does not include generation Z in other public and private organization. Thus, the findings only captured perceptions of generation Z from these three organizations regarding factors that might influence their work engagement. Therefore, there is a need for future research to extend the exploration of the influence of work-life balance, social support, rewards, and ethical leadership on other public and private organizations which might offers greater understanding on the issues of work engagement among generation Z.

Apart from that, the study only tested four variables which are work-life balance, social support, rewards, and ethical leadership in understanding the issues of work engagement among generation Z. Since these factors only contribute 41% of the variance in work engagement, this provides opportunity for future research to test other variables to further extend the understanding of work engagement issues among generation Z.

In summary, while there are some limitations associated with the approach used here and given the exploratory nature of the study, the results of this study provide useful findings that should be of interest both researchers and practitioners.

5.9 Conclusion

The aim of this study was to investigate factors that might relate to work engagement among the generation Z. The main concern is the role of work-life balance, social support, rewards, and ethical leadership on work engagement. The findings showed that rewards and ethical leadership were significantly positively related to work engagement. The findings indicate that there is a need for better rewards and highly ethical leader as ways of encouraging generation Z to be more engage with their work. Interestingly, social support was found significant but negatively related to work engagement. In other words, the higher the social support received, the lower would be the engagement towards work. It is hoped that through the examination of the work-life balance, social support, rewards, and ethical leadership in predicting generation Z's work engagement, a more complete understanding of the influence of these factors will be achieved.

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APPENDICES





A STUDY ON WORK ENGAGEMENT

Dear Participant,

Thank you for agreeing to participate in this research.

I would appreciate it if you could answer the questions carefully as the information you provide will influence the accuracy and the success of this research. It will take no longer than 30 minutes to complete the questionnaire. All answers will be treated with strict confidence and will be used for the purpose of the study only.

If you have any questions regarding this research, you may address them to me at the contact details below.

Thank you for your cooperation and the time taken in answering this questionnaire.

Yours sincerely,

Lam Hui Min
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School of Business Management
Universiti Utara Malaysia
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SECTION ONE

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
WE1 At my work, I feel that I am bursting with energy	1	2	3	4	5
WE2 At my job, I feel strong and vigorous	1	2	3	4	5
WE3 When I get up in the morning, I feel like going to work	1	2	3	4	5
WE4 I can continue working for very long periods at a time	1	2	3	4	5
WE5 At my job, I am very resilient mentally	1	2	3	4	5
WE6 At my work, I always persevere, even when things do not go well	1	2	3	4	5
WE7 I find the work that I do full of meaning and purpose	1	2	3	4	5
WE8 I am enthusiastic about my job	1	2	3	4	5
WE9 My job inspires me	1	2	3	4	5
WE10 I am proud of the work that I do	1	2	3	4	5
WE11 To me, my job is challenging	1	2	3	4	5
WE12 Time flies when I'm working	1	2	3	4	5
WE13 When I am working, I forget everything else around me	1	2	3	4	5

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
WE14 I feel happy when I am working intensely	1	2	3	4	5
WE15 I am immersed in my work	1	2	3	4	5
WE16 I get carried away when I'm working	1	2	3	4	5
WE17 It is difficult to detach myself from my job	1	2	3	4	5



SECTION TWO

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
WLB1 My personal life suffers because of work	1	2	3	4	5
WLB2 My job makes personal life difficult	1	2	3	4	5
WLB3 I neglect personal needs because of work	1	2	3	4	5
WLB4 I put personal life on hold for work	1	2	3	4	5
WLB5 I miss personal activities because of work	1	2	3	4	5
WLB6 I struggle to juggle work and non-work	1	2	3	4	5
WLB7 I am happy with the amount of time for non-work activities	1	2	3	4	5
WLB8 My personal life drains me of energy for work	1	2	3	4	5
WLB9 I am too tired to be effective at work	1	2	3	4	5
WLB10 My work suffers because of my personal life	1	2	3	4	5
WLB11 I find it hard to work because of personal matters	1	2	3	4	5
WLB12 Personal life gives me energy for my job	1	2	3	4	5

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
WLB13 My job gives me energy to pursue personal activities	1	2	3	4	5
WLB14 I am in a better mood at work because of personal life	1	2	3	4	5
WLB15 I am in a better mood because of my job	1	2	3	4	5



SECTION THREE

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
SS1 My supervisor is concerned about the welfare of those under them	1	2	3	4	5
SS2 My supervisor pays attention to what I am saying	1	2	3	4	5
SS3 My supervisor is helpful in getting the job done	1	2	3	4	5
SS4 My supervisor is successful in getting people to work together	1	2	3	4	5
SS5 People I work with are competent in doing their jobs	1	2	3	4	5
SS6 People I work with take a personal interest in me	1	2	3	4	5
SS7 People I work with are friendly	1	2	3	4	5
SS8 When needed, my colleagues will help me	1	2	3	4	5

SECTION FOUR

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
EL1 My leader shows a strong concern for ethical and moral values.	1	2	3	4	5
EL2 My leader communicates clear ethical standards for members.	1	2	3	4	5
EL3 My leader shows an example of ethical behaviour in his/her decisions and actions.	1	2	3	4	5
EL4 My leader is honest and can be trusted to tell the truth.	1	2	3	4	5
EL5 My leader keeps his/her actions consistent with his/her stated values.	1	2	3	4	5
EL6 My leader is fair and unbiased when assigning tasks to members.	1	2	3	4	5
EL7 My leader can be trusted to carry out promises and commitments.	1	2	3	4	5
EL8 My leader insists on doing what is fair and ethical even when it is not easy.	1	2	3	4	5
EL9 My leader acknowledges mistakes and takes responsibility for them.	1	2	3	4	5

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
EL10 My leader regards honesty and integrity as important personal values.	1	2	3	4	5
EL11 My leader shows an example of dedication and self-sacrifice for the organization	1	2	3	4	5
EL12 My leader opposes the use of unethical practices to increase performance.	1	2	3	4	5
EL13 My leader is fair and objective when evaluating member performance and providing rewards.	1	2	3	4	5
EL14 My leader puts the needs of others above his/her own self-interest.	1	2	3	4	5
EL15 My leader holds members accountable for using ethical practices in their work.	1	2	3	4	5

SECTION FIVE

INSTRUCTION: Please read each of the following items and indicate whether you agree or disagree with each of the statement. Please indicate your choice by circling the number in the range given.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
R1 I am satisfied with my basic salary	1	2	3	4	5
R2 I am satisfied with the total of my current salary	1	2	3	4	5
R3 I am satisfied with my overall pay including allowances and other monetary incentives (gross salary)	1	2	3	4	5
R4 I am satisfied with my total take home pay (net salary)	1	2	3	4	5
R5 I am satisfied with the total of my most recent bonus	1	2	3	4	5
R6 I am satisfied with the total bonuses I typically received in the past	1	2	3	4	5
R7 I am satisfied with how my bonuses are determined	1	2	3	4	5

PERSONAL INFORMATION

This part contains few demographic information pertaining to yourself.
Please tick (✓) in the box or write your response in the space provided.

1. My gender:

☐

Male

☐

Female

2. My age:

Please specify: _____ years old.

3. My marital status:

☐

Single

☐

Married

☐

Divorced / Separated /
Widowed

4. My highest academic qualification:

☐

Secondary School

☐

Certificate

☐

Diploma

☐

First Degree

☐

Master degree

☐

Doctorate Degree (PhD)

5. My current monthly salary:

☐

Below RM 1000

☐

RM 2001 – RM 3000

☐

RM 4001 – RM 5000

☐

RM 1001 – RM 2000

☐

RM 3001 – RM 4000

☐

Above RM 5000

6. Number of years with current organization:

☐
☐

Less than a year

4 – 7 years

☐
☐

1 – 3 years

More than 7 years

7. My position: _____

8. Number of years in present position:

☐
☐

Less than a year

1 - 3 years

☐
☐

4 - 7 years

More than 7 years



--THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY--

SPSS OUTPUT



Descriptive of respondent

What is your gender ?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	133	61.3	61.3	61.3
	Male	84	38.7	38.7	100
	Total	217	100	100	
My age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21	11	5.1	5.1	5.1
	22	10	4.6	4.6	9.7
	23	14	6.5	6.5	16.1
	24	23	10.6	10.6	26.7
	25	44	20.3	20.3	47
	26	28	12.9	12.9	59.9
	27	27	12.4	12.4	72.4
	28	60	27.6	27.6	100
	Total	217	100	100	
My highest Education Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	150	69.1	69.1	69.1
	Diploma	37	17.1	17.1	86.2
	Master	27	12.4	12.4	98.6
	SPM	3	1.4	1.4	100
	Total	217	100	100	
Marital Status					

			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Divorced	/	5	2.3	2.3	2.3
	Widowed	/				
	Separated					
	Married		46	21.2	21.2	23.5
	Single		166	76.5	76.5	100
	Total		217	100	100	

My monthly salary						
			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Above RM 5001		12	5.5	5.5	5.5
	Below RM1000		19	8.8	8.8	14.3
	RM 1001 – RM 2000		51	23.5	23.5	37.8
	RM 2001 – RM 3000		54	24.9	24.9	62.7
	RM 3001 – RM 4000		48	22.1	22.1	84.8
	RM 4001 – RM 5000		33	15.2	15.2	100
	Total		217	100	100	

Number of years with current organization						
			Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 3 years		84	38.7	38.7	38.7
	4 - 7 years		45	20.7	20.7	59.4
	Less than one year		79	36.4	36.4	95.9
	More than 7 years		9	4.1	4.1	100
	Total		217	100	100	

Number of years in current position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 3 years	98	45.2	45.2	45.2
	4 - 7 years	45	20.7	20.7	65.9
	Less than one year	72	33.2	33.2	99.1
	More than 7 years	2	0.9	0.9	100
	Total	217	100	100	
My current position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Analyst	6	2.8	2.8	2.8
	Asistant	2	0.9	0.9	3.7
	Clerk	17	7.8	7.8	11.5
	Coordinator	8	3.7	3.7	15.2
	Customer service	10	4.6	4.6	19.8
	Designer	2	0.9	0.9	20.7
	Driver	4	1.8	1.8	22.6
	Engineer	27	12.4	12.4	35
	Executive	63	29	29	64.1
	Foreman	3	1.4	1.4	65.4
	Internship	20	9.2	9.2	74.7
	Officer	11	5.1	5.1	79.7
	Operator	26	12	12	91.7
	Specialist	8	3.7	3.7	95.4
	Supervisor	3	1.4	1.4	96.8

Team Leader	4	1.8	1.8	98.6
Technician	3	1.4	1.4	100
Total	217	100	100	

Descriptives each variable item				
			Statistic	Std. Error
WE1	Mean		2.8157	0.08771
	95% Confidence Interval for Mean	Lower Bound	2.6428	
		Upper Bound	2.9886	
	5% Trimmed Mean		2.7952	
	Median		3	
	Variance		1.67	
	Std. Deviation		1.2921	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		3	
	Skewness		-0.224	0.165
	Kurtosis		-1.153	0.329
WE2	Mean		2.9355	0.0848
	95% Confidence Interval for Mean	Lower Bound	2.7683	
		Upper Bound	3.1026	
	5% Trimmed Mean		2.9283	
	Median		3	
	Variance		1.561	
	Std. Deviation		1.2492	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.251	0.165
	Kurtosis		-0.997	0.329

WE3	Mean		2.9217	0.0818
	95% Confidence Interval for Mean	Lower Bound	2.7604	
		Upper Bound	3.0829	
	5% Trimmed Mean		2.913	
	Median		3	
	Variance		1.452	
	Std. Deviation		1.2050	
			6	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.217	0.165
	Kurtosis		-0.925	0.329
WE4	Mean		3.0184	0.07865
	95% Confidence Interval for Mean	Lower Bound	2.8634	
		Upper Bound	3.1734	
	5% Trimmed Mean		3.0205	
	Median		3	
	Variance		1.342	
	Std. Deviation		1.1585	
			6	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.198	0.165
	Kurtosis		-0.648	0.329
WE5	Mean		2.8111	0.08779
	95% Confidence Interval for Mean	Lower Bound	2.638	
		Upper Bound	2.9841	
	5% Trimmed Mean		2.7901	
	Median		3	
	Variance		1.672	
	Std. Deviation		1.2932	
			4	
	Minimum		1	

WE6	Maximum	5	
	Range	4	
	Interquartile Range	3	
	Skewness	-0.2	0.165
	Kurtosis	-1.134	0.329
	Mean	3.8986	0.06561
	95% Confidence Interval for Mean	Lower Bound	3.7693
		Upper Bound	4.0279
	5% Trimmed Mean	3.9429	
	Median	4	
	Variance	0.934	
	Std. Deviation	0.9665	
	Minimum	2	
	Maximum	5	
WE7	Range	3	
	Interquartile Range	2	
	Skewness	-0.385	0.165
	Kurtosis	-0.918	0.329
	Mean	3.8756	0.06461
	95% Confidence Interval for Mean	Lower Bound	3.7482
		Upper Bound	4.0029
	5% Trimmed Mean	3.9173	
	Median	4	
	Variance	0.906	
	Std. Deviation	0.9517	
	Minimum	2	
	Maximum	5	
	Range	3	
WE8	Interquartile Range	2	
	Skewness	-0.366	0.165
	Kurtosis	-0.865	0.329
	Mean	2.9631	0.08207
	95% Confidence Interval for Mean	Lower Bound	2.8014
		Upper Bound	3.1249
	5% Trimmed Mean	2.959	

WE9	Median		3	
	Variance		1.462	
	Std. Deviation		1.2089	
			7	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.23	0.165
	Kurtosis		-0.902	0.329
	Mean		3.0876	0.0783
	95% Confidence Interval for Mean	Lower Bound	2.9332	
		Upper Bound	3.2419	
	5% Trimmed Mean		3.0973	
WE10	Median		3	
	Variance		1.33	
	Std. Deviation		1.1533	
			7	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.282	0.165
	Kurtosis		-0.599	0.329
	Mean		3.8756	0.06461
	95% Confidence Interval for Mean	Lower Bound	3.7482	
		Upper Bound	4.0029	
	5% Trimmed Mean		3.9173	
	Median		4	
	Variance		0.906	
	Std. Deviation		0.9517	
			1	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		2	
	Skewness		-0.366	0.165

WE11	Kurtosis		-0.865	0.329
	Mean		3.765	0.08172
	95% Confidence Interval for Mean	Lower Bound	3.6039	
		Upper Bound	3.926	
	5% Trimmed Mean		3.85	
	Median		4	
	Variance		1.449	
	Std. Deviation		1.2038	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.743	0.165
	Kurtosis		-0.386	0.329
WE12	Mean		3.765	0.08172
	95% Confidence Interval for Mean	Lower Bound	3.6039	
		Upper Bound	3.926	
	5% Trimmed Mean		3.85	
	Median		4	
	Variance		1.449	
	Std. Deviation		1.2038	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.743	0.165
	Kurtosis		-0.386	0.329
	Mean		3.0415	0.07765
WE13	95% Confidence Interval for Mean	Lower Bound	2.8884	
		Upper Bound	3.1945	
	5% Trimmed Mean		3.0461	
	Median		3	
	Variance		1.308	
	Std. Deviation		1.1438	
			8	
	Minimum		1	

WE14	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.269	0.165
	Kurtosis		-0.622	0.329
	Mean		2.8249	0.08829
	95% Confidence Interval for Mean	Lower Bound	2.6509	
		Upper Bound	2.9989	
	5% Trimmed Mean		2.8054	
	Median		3	
	Variance		1.691	
	Std. Deviation		1.3005	
			4	
	Minimum		1	
WE15	Maximum		5	
	Range		4	
	Interquartile Range		3	
	Skewness		-0.219	0.165
	Kurtosis		-1.158	0.329
	Mean		3.0645	0.07772
	95% Confidence Interval for Mean	Lower Bound	2.9113	
		Upper Bound	3.2177	
	5% Trimmed Mean		3.0717	
	Median		3	
	Variance		1.311	
	Std. Deviation		1.1448	
			3	
	Minimum		1	
WE16	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.314	0.165
	Kurtosis		-0.606	0.329
	Mean		2.9309	0.08262
	95% Confidence Interval for Mean	Lower Bound	2.768	
		Upper Bound	3.0937	
	5% Trimmed Mean		2.9232	

WE17	Median		3	
	Variance		1.481	
	Std. Deviation		1.2170	
			9	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.193	0.165
	Kurtosis		-0.927	0.329
	Mean		2.8018	0.08721
	95% Confidence Interval for Mean	Lower Bound	2.63	
		Upper Bound	2.9737	
	5% Trimmed Mean		2.7798	
WLB1	Median		3	
	Variance		1.65	
	Std. Deviation		1.2846	
			7	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		3	
	Skewness		-0.219	0.165
	Kurtosis		-1.158	0.329
	Mean		2.8387	0.08018
	95% Confidence Interval for Mean	Lower Bound	2.6807	
		Upper Bound	2.9968	
	5% Trimmed Mean		2.8208	
	Median		3	
	Variance		1.395	
	Std. Deviation		1.1811	
			7	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.143	0.165

WLB2	Kurtosis		-0.931	0.329
	Mean		2.7005	0.0914
	95% Confidence Interval for Mean	Lower Bound	2.5203	
		Upper Bound	2.8806	
	5% Trimmed Mean		2.6672	
	Median		2	
	Variance		1.813	
	Std. Deviation		1.3463	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		0.388	0.165
	Kurtosis		-1.029	0.329
WLB3	Mean		2.7051	0.08874
	95% Confidence Interval for Mean	Lower Bound	2.5302	
		Upper Bound	2.88	
	5% Trimmed Mean		2.6723	
	Median		3	
	Variance		1.709	
	Std. Deviation		1.3072	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		0.373	0.165
	Kurtosis		-0.917	0.329
	Mean		2.8341	0.08054
WLB4	95% Confidence Interval for Mean	Lower Bound	2.6754	
		Upper Bound	2.9928	
	5% Trimmed Mean		2.8157	
	Median		3	
	Variance		1.408	
	Std. Deviation		1.1864	
	Minimum		1	

WLB5	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.145	0.165
	Kurtosis		-0.944	0.329
	Mean		3.1429	0.07954
	95% Confidence Interval for Mean	Lower Bound	2.9861	
		Upper Bound	3.2996	
	5% Trimmed Mean		3.1587	
	Median		3	
	Variance		1.373	
	Std. Deviation		1.1717	
			6	
	Minimum		1	
WLB6	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.351	0.165
	Kurtosis		-0.685	0.329
	Mean		2.9263	0.08676
	95% Confidence Interval for Mean	Lower Bound	2.7553	
		Upper Bound	3.0973	
	5% Trimmed Mean		2.9181	
	Median		3	
	Variance		1.633	
	Std. Deviation		1.2780	
			6	
	Minimum		1	
WLB7	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		0.018	0.165
	Kurtosis		-1.035	0.329
	Mean		2.6175	0.08971
	95% Confidence Interval for Mean	Lower Bound	2.4407	
		Upper Bound	2.7943	
	5% Trimmed Mean		2.575	

WLB8	Median	3	
	Variance	1.747	
	Std. Deviation	1.3215	
		7	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	0.271	0.165
	Kurtosis	-0.96	0.329
	Mean	2.9677	0.08846
	95% Confidence Interval for Mean	Lower Bound	2.7934
		Upper Bound	3.1421
	5% Trimmed Mean	2.9642	
WLB9	Median	3	
	Variance	1.698	
	Std. Deviation	1.3030	
		8	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	0.086	0.165
	Kurtosis	-1.005	0.329
	Mean	2.7051	0.08874
	95% Confidence Interval for Mean	Lower Bound	2.5302
		Upper Bound	2.88
	5% Trimmed Mean	2.6723	
	Median	3	
	Variance	1.709	
	Std. Deviation	1.3072	
		5	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	0.373	0.165

WLB10	Kurtosis		-0.917	0.329
	Mean		2.235	0.07289
	95% Confidence Interval for Mean	Lower Bound	2.0914	
		Upper Bound	2.3787	
	5% Trimmed Mean		2.1697	
	Median		2	
	Variance		1.153	
	Std. Deviation		1.0737	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		0.652	0.165
	Kurtosis		-0.236	0.329
WLB11	Mean		2.8341	0.08054
	95% Confidence Interval for Mean	Lower Bound	2.6754	
		Upper Bound	2.9928	
	5% Trimmed Mean		2.8157	
	Median		3	
	Variance		1.408	
	Std. Deviation		1.1864	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.145	0.165
	Kurtosis		-0.944	0.329
	Mean		2.6175	0.08971
WLB12	95% Confidence Interval for Mean	Lower Bound	2.4407	
		Upper Bound	2.7943	
	5% Trimmed Mean		2.575	
	Median		3	
	Variance		1.747	
	Std. Deviation		1.3215	
			7	
	Minimum		1	

WLB13	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		0.271	0.165
	Kurtosis		-0.96	0.329
	Mean		3.1843	0.08035
	95% Confidence Interval for Mean	Lower Bound	3.026	
		Upper Bound	3.3427	
	5% Trimmed Mean		3.2048	
	Median		3	
	Variance		1.401	
	Std. Deviation		1.1836	
			6	
	Minimum		1	
WLB14	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		0.043	0.165
	Kurtosis		-0.838	0.329
	Mean		2.8571	0.07954
	95% Confidence Interval for Mean	Lower Bound	2.7004	
		Upper Bound	3.0139	
	5% Trimmed Mean		2.8413	
	Median		3	
	Variance		1.373	
	Std. Deviation		1.1717	
			6	
	Minimum		1	
WLB15	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		0.351	0.165
	Kurtosis		-0.685	0.329
	Mean		3.0323	0.08476
	95% Confidence Interval for Mean	Lower Bound	2.8652	
		Upper Bound	3.1993	
	5% Trimmed Mean		3.0358	

SS1	Median		3	
	Variance		1.559	
	Std. Deviation		1.2486	
			6	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		0.169	0.165
	Kurtosis		-0.853	0.329
	Mean		3.7419	0.06813
	95% Confidence Interval for Mean	Lower Bound	3.6077	
		Upper Bound	3.8762	
	5% Trimmed Mean		3.7995	
SS2	Median		4	
	Variance		1.007	
	Std. Deviation		1.0035	
			8	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.489	0.165
	Kurtosis		-0.119	0.329
	Mean		3.7097	0.05518
	95% Confidence Interval for Mean	Lower Bound	3.6009	
		Upper Bound	3.8184	
	5% Trimmed Mean		3.7235	
	Median		4	
	Variance		0.661	
	Std. Deviation		0.8128	
			3	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		0.11	0.165

SS3	Kurtosis		-0.753	0.329
	Mean		3.7558	0.06852
	95% Confidence Interval for Mean	Lower Bound	3.6207	
		Upper Bound	3.8908	
	5% Trimmed Mean		3.8149	
	Median		4	
	Variance		1.019	
	Std. Deviation		1.0093	
			4	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.503	0.165
SS4	Kurtosis		-0.137	0.329
	Mean		3.9493	0.06065
	95% Confidence Interval for Mean	Lower Bound	3.8298	
		Upper Bound	4.0689	
	5% Trimmed Mean		4.0146	
	Median		4	
	Variance		0.798	
	Std. Deviation		0.8935	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.686	0.165
SS5	Kurtosis		0.402	0.329
	Mean		3.7558	0.06852
	95% Confidence Interval for Mean	Lower Bound	3.6207	
		Upper Bound	3.8908	
	5% Trimmed Mean		3.8149	
	Median		4	
	Variance		1.019	
	Std. Deviation		1.0093	
			4	
	Minimum		1	

SS6	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.503	0.165
	Kurtosis		-0.137	0.329
	Mean		3.9631	0.05801
	95% Confidence Interval for Mean	Lower Bound	3.8488	
		Upper Bound	4.0775	
	5% Trimmed Mean		3.9949	
	Median		4	
	Variance		0.73	
	Std. Deviation		0.8544	
			7	
	Minimum		1	
SS7	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.424	0.165
	Kurtosis		-0.11	0.329
	Mean		3.9401	0.06097
	95% Confidence Interval for Mean	Lower Bound	3.8199	
		Upper Bound	4.0603	
	5% Trimmed Mean		4.0044	
	Median		4	
	Variance		0.807	
	Std. Deviation		0.8981	
	Minimum		1	
	Maximum		5	
SS8	Range		4	
	Interquartile Range		2	
	Skewness		-0.656	0.165
	Kurtosis		0.315	0.329
	Mean		3.9724	0.05729
	95% Confidence Interval for Mean	Lower Bound	3.8594	
		Upper Bound	4.0853	
	5% Trimmed Mean		4	

EL1	Median		4	
	Variance		0.712	
	Std. Deviation		0.8439	
			2	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.414	0.165
	Kurtosis		-0.082	0.329
	Mean		3.6406	0.05805
	95% Confidence Interval for Mean	Lower Bound	3.5261	
		Upper Bound	3.755	
	5% Trimmed Mean		3.6562	
	Median		4	
EL2	Variance		0.731	
	Std. Deviation		0.8551	
			7	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		0.182	0.165
	Kurtosis		-0.808	0.329
	Mean		3.7512	0.05997
	95% Confidence Interval for Mean	Lower Bound	3.633	
		Upper Bound	3.8694	
	5% Trimmed Mean		3.7791	
	Median		4	
	Variance		0.78	
	Std. Deviation		0.8833	
			9	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		0.022	0.165

EL3	Kurtosis		-0.965	0.329
	Mean		3.7465	0.06146
	95% Confidence Interval for Mean	Lower Bound	3.6254	
		Upper Bound	3.8677	
	5% Trimmed Mean		3.7739	
	Median		4	
	Variance		0.82	
	Std. Deviation		0.9053	
			8	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		1	
	Skewness		-0.119	0.165
EL4	Kurtosis		-0.869	0.329
	Mean		3.6313	0.0689
	95% Confidence Interval for Mean	Lower Bound	3.4955	
		Upper Bound	3.7671	
	5% Trimmed Mean		3.6613	
	Median		4	
	Variance		1.03	
	Std. Deviation		1.0149	
			5	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.121	0.165
EL5	Kurtosis		-0.769	0.329
	Mean		3.6498	0.05795
	95% Confidence Interval for Mean	Lower Bound	3.5356	
		Upper Bound	3.764	
	5% Trimmed Mean		3.6664	
	Median		4	
	Variance		0.729	
	Std. Deviation		0.8535	
			9	

EL6	Minimum	2	
	Maximum	5	
	Range	3	
	Interquartile Range	1	
	Skewness	0.155	0.165
	Kurtosis	-0.802	0.329
	Mean	2.8157	0.08771
	95% Confidence Interval for Mean	Lower Bound	2.6428
		Upper Bound	2.9886
	5% Trimmed Mean	2.7952	
	Median	3	
	Variance	1.67	
	Std. Deviation	1.2921	
		2	
EL7	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	3	
	Skewness	-0.224	0.165
	Kurtosis	-1.153	0.329
	Mean	2.9355	0.0848
	95% Confidence Interval for Mean	Lower Bound	2.7683
		Upper Bound	3.1026
	5% Trimmed Mean	2.9283	
	Median	3	
	Variance	1.561	
	Std. Deviation	1.2492	
		5	
EL8	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-0.251	0.165
	Kurtosis	-0.997	0.329
	Mean	2.9217	0.0818
	95% Confidence Interval for Mean	Lower Bound	2.7604
		Upper Bound	3.0829

EL9	5% Trimmed Mean		2.913	
	Median		3	
	Variance		1.452	
	Std. Deviation		1.2050	
			6	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.217	0.165
	Kurtosis		-0.925	0.329
	Mean		3.0184	0.07865
	95% Confidence Interval for Mean	Lower Bound	2.8634	
		Upper Bound	3.1734	
	5% Trimmed Mean		3.0205	
	Median		3	
	Variance		1.342	
	Std. Deviation		1.1585	
			6	
EL10	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
	Skewness		-0.198	0.165
	Kurtosis		-0.648	0.329
	Mean		2.8111	0.08779
	95% Confidence Interval for Mean	Lower Bound	2.638	
		Upper Bound	2.9841	
	5% Trimmed Mean		2.7901	
	Median		3	
	Variance		1.672	
	Std. Deviation		1.2932	
			4	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		3	

EL11	Skewness		-0.2	0.165
	Kurtosis		-1.134	0.329
	Mean		3.8986	0.06561
	95% Confidence Interval for Mean	Lower Bound	3.7693	
		Upper Bound	4.0279	
	5% Trimmed Mean		3.9429	
	Median		4	
	Variance		0.934	
	Std. Deviation		0.9665	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		2	
	Skewness		-0.385	0.165
EL12	Kurtosis		-0.918	0.329
	Mean		3.8756	0.06461
	95% Confidence Interval for Mean	Lower Bound	3.7482	
		Upper Bound	4.0029	
	5% Trimmed Mean		3.9173	
	Median		4	
	Variance		0.906	
	Std. Deviation		0.9517	
			1	
	Minimum		2	
	Maximum		5	
	Range		3	
	Interquartile Range		2	
	Skewness		-0.366	0.165
	Kurtosis		-0.865	0.329
EL13	Mean		2.9631	0.08207
	95% Confidence Interval for Mean	Lower Bound	2.8014	
		Upper Bound	3.1249	
	5% Trimmed Mean		2.959	
	Median		3	
	Variance		1.462	
	Std. Deviation		1.2089	

EL14	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-0.23	0.165
	Kurtosis	-0.902	0.329
	Mean	3.0876	0.0783
	95% Confidence Interval for Mean	Lower Bound	2.9332
		Upper Bound	3.2419
	5% Trimmed Mean	3.0973	
	Median	3	
	Variance	1.33	
	Std. Deviation	1.1533	
		7	
EL15	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	2	
	Skewness	-0.282	0.165
	Kurtosis	-0.599	0.329
	Mean	3.8756	0.06461
	95% Confidence Interval for Mean	Lower Bound	3.7482
		Upper Bound	4.0029
	5% Trimmed Mean	3.9173	
	Median	4	
	Variance	0.906	
	Std. Deviation	0.9517	
		1	
R1	Minimum	2	
	Maximum	5	
	Range	3	
	Interquartile Range	2	
	Skewness	-0.366	0.165
	Kurtosis	-0.865	0.329
	Mean	3.8756	0.08962
	95% Confidence Interval for Mean	Lower Bound	2.5929
		Upper Bound	2.9462

R2	5% Trimmed Mean		2.744	
	Median		3	
	Variance		1.743	
	Std. Deviation		1.3202	
			1	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		3	
	Skewness		-0.079	0.165
	Kurtosis		-1.288	0.329
	Mean		2.6728	0.08464
	95% Confidence Interval for Mean	Lower Bound	2.506	
		Upper Bound	2.8396	
	5% Trimmed Mean		2.6365	
R3	Median		3	
	Variance		1.554	
	Std. Deviation		1.2467	
			9	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		3	
	Skewness		0.02	0.165
	Kurtosis		-1.16	0.329
	Mean		2.6267	0.08551
	95% Confidence Interval for Mean	Lower Bound	2.4582	
		Upper Bound	2.7953	
	5% Trimmed Mean		2.5853	
	Median		3	
	Variance		1.587	
	Std. Deviation		1.2597	
			1	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		3	

R4	Skewness		0.117	0.165
	Kurtosis		-1.067	0.329
	Mean		2.9171	0.07281
	95% Confidence Interval for Mean	Lower Bound	2.7735	
		Upper Bound	3.0606	
	5% Trimmed Mean		2.9078	
	Median		3	
	Variance		1.15	
	Std. Deviation		1.0726	
			1	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2	
R5	Skewness		-0.106	0.165
	Kurtosis		-0.487	0.329
	Mean		2.682	0.08752
	95% Confidence Interval for Mean	Lower Bound	2.5095	
		Upper Bound	2.8545	
	5% Trimmed Mean		2.6467	
	Median		3	
	Variance		1.662	
	Std. Deviation		1.2893	
			1	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		3	
R6	Skewness		0.049	0.165
	Kurtosis		-1.124	0.329
	Mean		2.682	0.08825
	95% Confidence Interval for Mean	Lower Bound	2.5081	
		Upper Bound	2.856	
	5% Trimmed Mean		2.6467	
	Median		3	
	Variance		1.69	

R7	Std. Deviation		1.3000	
			4	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		3	
	Skewness		0.034	0.165
	Kurtosis		-1.196	0.329
	Mean		2.8433	0.08821
	95% Confidence Interval for Mean	Lower Bound	2.6695	
		Upper Bound	3.0172	
	5% Trimmed Mean		2.8259	
	Median		3	
	Variance		1.688	
	Std. Deviation		1.2993	
			5	
	Minimum		1	
	Maximum		5	
	Range		4	
	Interquartile Range		2.5	
	Skewness		-0.166	0.165
	Kurtosis		-1.153	0.329

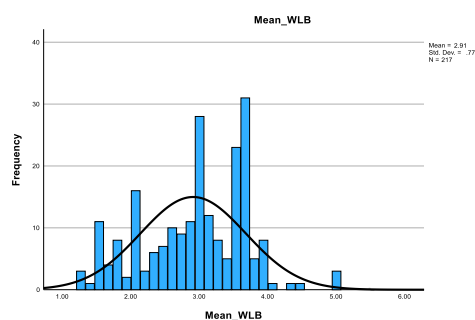
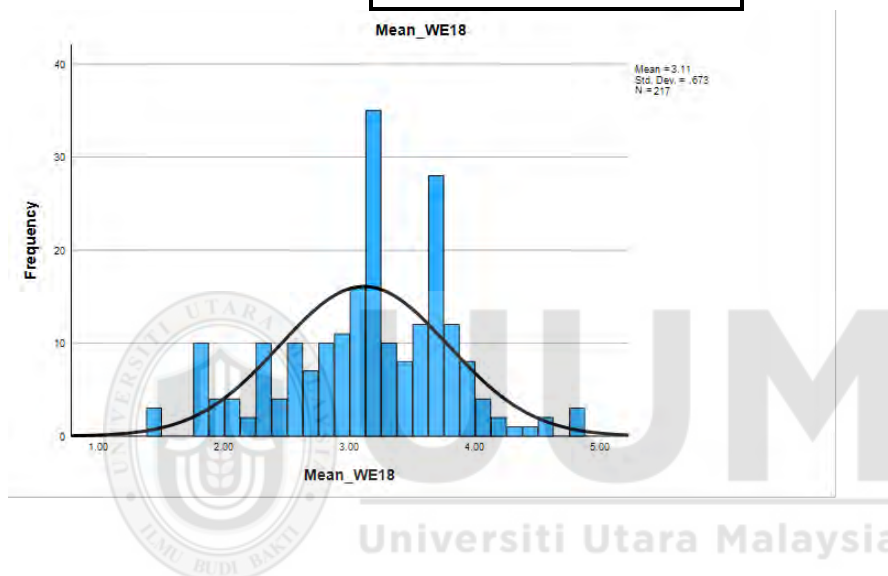
Descriptives all variable item				
			Statistic	Std. Error
Mean_WE	Mean		3.1126	0.04567
	95% Confidence Interval for Mean	Lower Bound	3.0226	
		Upper Bound	3.2026	
	5% Trimmed Mean		3.1218	
	Median		3.1875	
	Variance		0.453	
	Std. Deviation		0.67278	
	Minimum		1.44	
	Maximum		4.75	

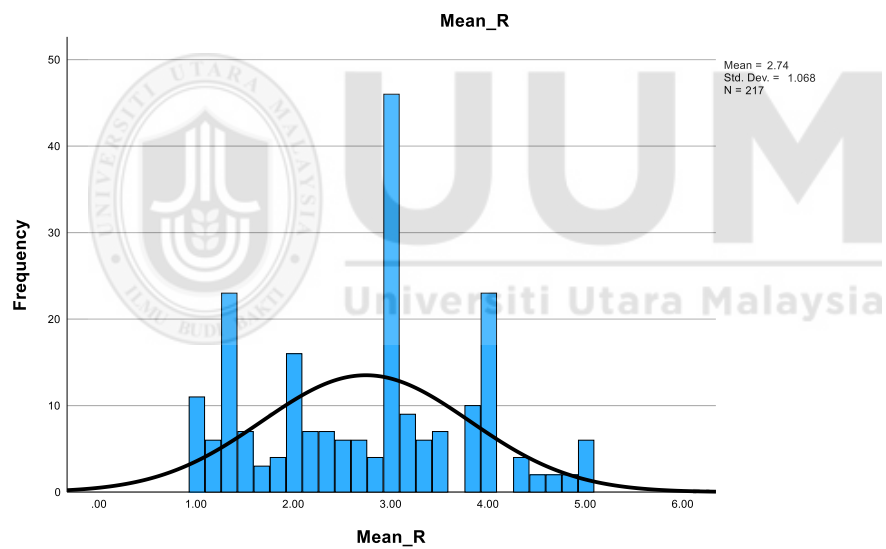
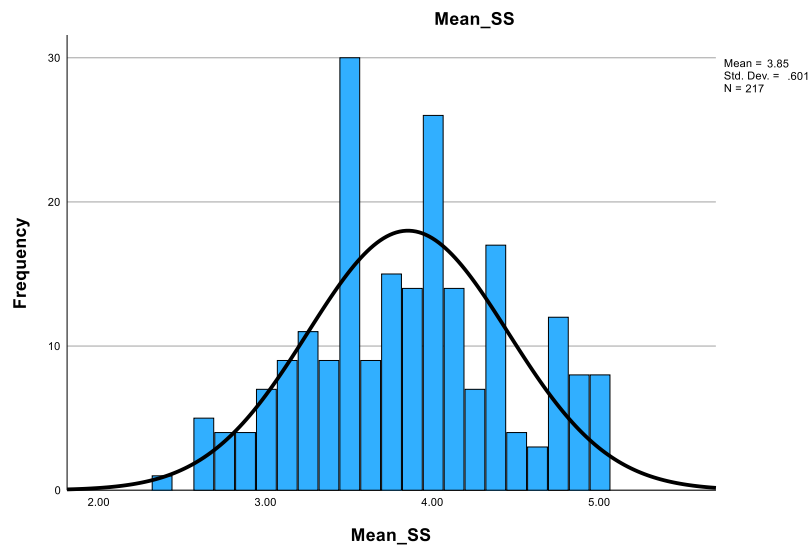
	Range		3.31	
	Interquartile Range		0.91	
	Skewness		-0.344	0.165
	Kurtosis		-0.059	0.329
Mean_WLB	Mean		2.9054	0.05229
	95% Confidence Interval for Mean	Lower Bound	2.8023	
		Upper Bound	3.0084	
	5% Trimmed Mean		2.9105	
	Median		3	
	Variance		0.593	
	Std. Deviation		0.7702	
			9	
	Minimum		1.27	
	Maximum		5	
	Range		3.73	
	Interquartile Range		1.17	
	Skewness		-0.218	0.165
	Kurtosis		-0.324	0.329
Mean_SS	Mean		3.8485	0.0408
	95% Confidence Interval for Mean	Lower Bound	3.7681	
		Upper Bound	3.9289	
	5% Trimmed Mean		3.852	
	Median		3.875	
	Variance		0.361	
	Std. Deviation		0.6010	
			6	
	Minimum		2.38	
	Maximum		5	
	Range		2.63	
	Interquartile Range		0.75	
	Skewness		0.038	0.165
	Kurtosis		-0.561	0.329
Mean_EL	Mean		3.4916	0.04723
	95% Confidence Interval for Mean	Lower Bound	3.3985	
		Upper Bound	3.5846	
	5% Trimmed Mean		3.4921	

	Median	3.4667	
	Variance	0.484	
	Std. Deviation	0.6957	
		1	
	Minimum	1.6	
	Maximum	5	
	Range	3.4	
	Interquartile Range	1	
	Skewness	0.072	0.165
	Kurtosis	-0.572	0.329
Mean_R	Mean	2.7373	0.0725
	95% Confidence Interval for Mean	Lower Bound	2.5944
		Upper Bound	2.8802
	5% Trimmed Mean	2.7154	
	Median	3	
	Variance	1.141	
	Std. Deviation	1.0679	
		7	
	Minimum	1	
	Maximum	5	
	Range	4	
	Interquartile Range	1.58	
	Skewness	0.085	0.165
	Kurtosis	-0.846	0.329

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Mean_WE18	0.093	217	<.001	0.975	217	<.001
Mean_WLB	0.103	217	<.001	0.96	217	<.001
Mean_SS	0.088	217	<.001	0.98	217	0.003
Mean_EL	0.088	217	<.001	0.982	217	0.007
Mean_R	0.136	217	<.001	0.954	217	<.001

Reliability Statistics	
Cronbach's Alpha	N of Items
0.879	17
0.886	15
0.81	8
0.923	15
0.938	7





Pearson Correlations						
		Total_WLB 2	Total_SS 2	Total_R 2	Total_EL 2	Total_WE 2
Total_WLB 2	Pearson Correlation	1	-0.092	0.03	-0.127	0.105
	Sig. (2-tailed)		0.178	0.663	0.061	0.123
	N	217	217	217	217	217
Total_SS2	Pearson Correlation	-0.092	1	0.035	.607**	0.011
	Sig. (2-tailed)	0.178		0.603	<.001	0.867
	N	217	217	217	217	217
Total_R2	Pearson Correlation	0.03	0.035	1	.162*	.300**
	Sig. (2-tailed)	0.663	0.603		0.017	<.001
	N	217	217	217	217	217
Total_EL2	Pearson Correlation	-0.127	.607**	.162*	1	.473**
	Sig. (2-tailed)	0.061	<.001	0.017		<.001
	N	217	217	217	217	217
Total_WE 2	Pearson Correlation	0.105	0.011	.300**	.473**	1
	Sig. (2-tailed)	0.123	0.867	<.001	<.001	
	N	217	217	217	217	217
** Correlation is significant at the 0.01 level (2-tailed).						
* Correlation is significant at the 0.05 level (2-tailed).						

Model Summary (Multiple Regression)										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.637a	0.405	0.394	0.53458	0.405	36.109	4	212	<.001	1.416
a Predictors: (Constant), Total_R2, Total_WLB2, Total_SS2, Total_EL2										
b Dependent Variable: Total_WE2										

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	41.275	4	10.319	36.109	<.001
	Residual	60.583	212	0.286		

Total	101.859	216
a Dependent Variable: Total_WE2		
b Predictors: (Constant), Total_R2, Total_WLB2, Total_SS2, Total_EL2		

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.741	0.3		5.801	<.001		
	Total_WLB2	0.135	0.048	0.152	2.837	0.005	0.981	1.019
	Total_SS2	-.0471	0.076	-0.412	-6.171	<.001	0.628	1.593
	Total_EL2	0.701	0.067	0.711	10.447	<.001	0.606	1.649
	Total_R2	0.124	0.034	0.194	3.605	<.001	0.965	1.036
a Dependent Variable: Total_WE2								

Collinearity Diagnostics								
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
1	1	4.8	1	(Constant)	Total_WLB2	Total_SS2	Total_EL2	Total_R2
	2	0.109	6.634	0	0.06	0.01	0	0.93
	3	0.067	8.485	0	0.6	0.03	0.08	0.03
	4	0.015	18	0.37	0.24	0.1	0.74	0
	5	0.009	23.029	0.63	0.09	0.87	0.18	0.04
a Dependent Variable: Total_WE2								

Residuals Statistics					
	Minimum	Maximum	Mean	Std. Deviation	N

Predicted Value	1.8528	4.3707	3.1098	0.43714	21 7
Residual	-1.51964	1.19125	0	0.5296	21 7
Std. Predicted Value	-2.876	2.885	0	1	21 7
Std. Residual	-2.843	2.228	0	0.991	21 7
a Dependent Variable: Total_WE2					

