

# Determinants for Quality of Work Life: An explanatory study of Malaysian Generation Y Employees

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## **Abstract—**

**Objective:** The purpose of this study is to examine the effects of job involvement, job satisfaction and job satisfaction on quality of work life among Generation Y employees from selected eight technology companies in Klang Valley, Malaysia.

**Methodology:** A questionnaire survey was administered to 400 employees in eight technology companies in Klang Valley, Malaysia. Descriptive, correlation and regression analysis as statistical tools were used to analyze the data and test the hypotheses that job involvement, job satisfaction and job stress influenced quality of work life.

**Results:** The postulated relationships were found supported by the data. The research found that job involvement and job satisfaction have significant and positive relationship on quality of work life of Generation Y employees who are working in selected technology companies. While, job satisfaction is the best predictor of quality of work life among respondents of this study.

**Implication:** This research presents a conceptually yet empirically supported framework to describe the significance of job involvement, job satisfaction and quality of work life relationships in the technology industry. The study is particularly useful for practitioners by identifying advantages of job involvement and job satisfaction among Generation Y employees. This paper gives valuable reference to senior manager to consider the adoption of involvement of employees in planning or any decision-making process in the technology industry in Malaysia.

**Key words--**Job involvement, Job satisfaction, Job Stress, Quality Of Work Life

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## I. INTRODUCTION

Today, the turnover rate of the Generation Y (hereinafter Gen Y) workforce remained as one of the major concerns of human resource managers within the Asian context (Fok & Yeung, 2016; Rozi Malim, Abdul Halim & Syazana Izuddin, 2016; Blackman, Kon & Clutterbuck, 2018). A large proportion of the Gen Y workforce is needed

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to replace as the Baby Boomer workforces are gradually moving into retirement (Green, Roberts & Rudebock, 2016). Unfortunately, Generation Y were found less loyalty and low commitment toward work and often job hopping (Lim, 2014; Hanani Buang, Abdullah Hemdi & Hafiz Hanafiah, 2016; Waikar, Sweet & Morgan, 2016; Rosli & Abu Hassim, 2017). In Malaysia, the rise of turnover rate becomes traumatic and subsequently resulted organisations to agonise due to shortage of talents (Downe, Loke, Ho & Taiwo, 2012; Tajuddin, Ali & Hisham Kamaruddin, 2015; Aminudin, Ramlee, Shahimi & Dzar Muhammad, 2017). Sustainable employee management is important to intensify organisational growth and productivity, therefore, managers have to understand and identify talented Gen Y employees and prolong their tenure with the organisation (Meier & Crocker, 2010; Aruna & Anitha, 2015). In additions, employees must be trained and motivated to unleash their capabilities, skills and work experiences for their organization.

It is believed that quality of work life could one of the solution to prolong the tenure of Gen-Y employees with their employer (Farid, Izadi, Arif Ismail & Alipour, 2015). Quality of work life is defined as an extent to which an employee is satisfied with personal and working needs through participation at workplace and at the same time, achieve the organizational goals (Swamy, Rashmi & Nanjundeswaraswamy, 2015). It is an essential priority arising in this modern century where organisation must first retain skilled employees for them to stay sustainable in the market. In the long run, Swamy, Rashmi and Nanjundeswaraswamy (2015) stressed on improving quality of work life to increase the employee contentment and satisfaction which may resulted in various advantages for both employees and organisation. Moreover, quality of work life has its roots from empirical theories of Maslow, Herzberg and McGregor. As such, an in-depth understanding how Generation Y perceived quality of work life will enable organisation to figure out the reasons behind the high turnover rate. Based on the limitations of past studies in Malaysia (Tay, 2011; Choong, Keh, Tan & Tho, 2013), there are demands on figuring what causes the high turnover trend among Gen-Y employees especially there are still scarce of quality of work life study in Malaysia (Queiri, Yusoff, Fadzilah, Dwaikat, 2015; Farid, Izadi, Arif Ismail & Alipour, 2015; Hassan, Farihin Zahidi, Ali, Aziz, Razak, Hamid & Mat Halif, 2017).

## **II. LITERATURE REVIEW**

### **2.1 Quality of Work Life**

The concept of quality work life first appeared in 1924-1933, during an experiment conducted by Roethlisberger and Elton Mayo. Eventually, this concept had shifted the anxiety of productivity to people management. Quality of work life referred to employee satisfaction with opportunity, prestige, authority, and self-fulfillment needs stemming from participation in the workplace. It is believes that when management pays attention to employees, relatively the productivity will increase. In order for organization to stay sustainable and attractive to retain employee, it is essential to practice a high degree of quality of work life (Mani, Sritharan & Gayatri, 2014; Purkait & Mohanty, 2016).

According to Walton (1975) there were eight dimensions of quality of work life which were found to be fundamentals at workplaces. The eight dimensions which Walton (1975) had proposed were (1) adequate and fair

compensation, (2) safe and healthy environment, (3) development of human capacities, (4) growth and security, (5) organization social integration, (6) employee's right, (7) work life balance and (8) social relevance of work. Meanwhile, Swamy, Rashmi and Nanjundeswaraswamy, (2015), conducted a study on scale development and validation on the quality of work life construct with sample size of 1,092 respondents from Mechanical Manufacturing SMEs. The finding of this study where nine significant dimensions were identified based on factor analysis: work environment, organization culture and climate, relation and co-operation, training and development, compensation and rewards, facilities, job satisfaction and job security, autonomy of work and adequacy of resources. Analysis revealed that nine dimensions are significant which result in 82.24% of the total variance. Whereas, Sirgy, Efraty, Siegel and Lee (2001) have classified employee needs into seven categories of needs. It is categories into two main categories which are lower and higher order needs for measurement. Lower order of the quality of work life construct includes: safety and health needs, family and economic needs and social needs. Meanwhile, higher order quality of work life includes: actualization needs, self-esteem needs, knowledge needs and aesthetic needs. Although different authors postulated differences in the quality of work life dimensions, undeniably Mohamad, Annuar, Annuar, Ahmad and Ibrahim (2017) found that quality of work life was negatively correlated with turnover intention. Their studies was corresponding with Shankar's (2014) study where better quality of work life will result in increasing of employee morale, reduce attrition, reduce absenteeism and turnover intention. Meanwhile, weak reward system and performance appraisal method contributed to the factors that affect turnover intention in organisation. Thus, organisation should concern more on welfare to increase quality of work life which may help to minimise the turnover intention among spirited Gen- Y employees.

## **2.2 Job Involvement**

According to Lai, Chang and Hsu (2012), Gen-Y perception on work leaning toward personal fulfilment compared to external rewards. They are more attracted into transformation and variety activities. For them, flexibility is more essential than monetary. Relatively, the result finding shows that when the job involvement increased, the quality of work life of Gen-Y decreases. This can be explained with the social phenomenon nowadays where there are labelled as "Strawberry generation". Strawberry generation is popularized as they have no resistance to pressure and happen in lower capabilities with increasing involvement in job (Atencio, Tan, Ho & Chew, 2015). Basically, Gen-Y is different from other generation categories. Perhaps, Gen-Y is not willing to work as hard as the baby boomers supported (Barber, 2014).

Kanungo (1982) defined job involvement as psychological identification or essentialness views of the job to employee. According to Mehdipour, Nahid, Boushehri, Saemi and Rayegan (2012) job involvement refers to the employee commitment on job with loyalty and conformity which employee will try their best for fulfilment occupational goals. Job involvement compromise of positive and relatively engage to the nature of job itself. It can be a psychological relation between an employee and job. The greater an individual central on job, the more the job involvement in it (Reddy & Reddy, 2010). As a result, workaholic spends more energy and time on their job. Eventually, people that have high job involvement will performance better and more motivated. Relatively, diverse skills, achievement and challenges will help to increase the job involvement.

Permarupan and Saufi (2013) found the significant positive relationship between employee's job involvement and quality of work life on employee commitment in Malaysia using a sample of 334 middle managers as study respondents. Five dimensions of quality of work life construct were examined, and this included salary, working environment, capability, job opportunity and organizational climate. Outcomes shows that working environment, job opportunity and organizational climate have stronger impact towards job involvement. Thus, organization should concern on providing better quality of work life to achieve talent sustainable. Besides that, Jahedi and Reyshahri (2015) have confirmed job involvement of 1609 hospital employees that job involvement was positively associated with quality of work life. The quality of work life dimensions which were particular hospital employees in Jahedi and Reyshahri' (2015) study were fair paid, working environment, continuous growth, legalism, cohesion, social solidarity, and capability development. The outcomes show that there was significant correlation between job involvement and quality of work life. Additionally, it indicates that the greater the quality of work life of employees, the higher of job involvement committed. Meanwhile, Salem and Jarad (2015) and Mehdipour, Nahid, Boushehri, Saemi and Rayegan (2012) investigated the relationship between job involvement and QWL. Both studies confirmed that higher their employees' job involvement, the higher their quality of work life will be.

Hypothesis 1: There is a significant relationship between job involvement and quality of work life

### **2.3 Job Satisfaction**

According to Pan, Shen, Liu, Yang and Wang (2015), job satisfaction can divide into two dimension which are intrinsic satisfaction and extrinsic satisfaction. Firstly, intrinsic satisfaction is referring to the job related with satisfaction such as autonomy, relationship with colleagues, self-esteem, feedback, and achievement. Meanwhile, extrinsic satisfaction is referring to job related with satisfaction such as job stress, remuneration package, career advancement and more. Furthermore, Shah, Rehman, Akhtar, Zafar and Riaz (2012) have defined job satisfaction as the employees views regards to the working environment including the overall satisfaction of physical and psychological. While, Raddaha, Alasad, Albikawi, Batarseh, Realat, Saleh and Froelicher (2012) highlighted the importance of perceived job satisfaction as it reflects employee feelings on their present job and organisation in certain measures such attractive remuneration package, career advancement growth and working environment. Thus, job satisfaction has a better impact to employee and indirectly it increase the overall organisational performance, employee better involve towards organisational and better employee's behaviour as a result (Tan, 2009; Ahmad, Ahmad & Syah, 2010)

Chinomona and Dhurup (2014) found significant correlations between job satisfaction, job involvement and turnover intention on quality of work life using a sample of 282 manufacturing and service industry employees in Zimbabwe, Southern Africa. They confirmed that the respondents perceived higher level of employee job satisfaction when they perceived higher levels of quality of work life. Therefore, it is postulated that job satisfaction have a positive relationship with quality of work life.

Hypothesis 2: There is a significant relationship between job satisfaction and quality of work life

## 2.4 Job Stress

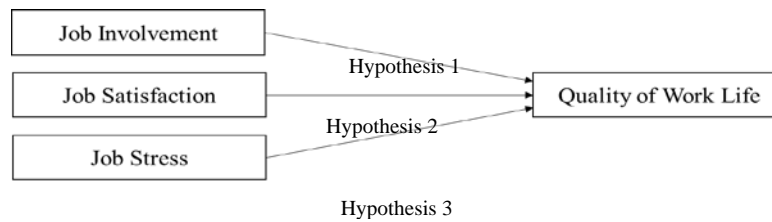
Job Stress refers to the employee response to the feature of being under anxiety for job and constants time pressure which related to the job-related outcomes (Parker and Decotiis, 1983). It compromises of two dimensions which are time stress and anxiety (Parker and Decotiis, 1983). Time stress is the feelings of being under constantly burden or pressure while anxiety is related to the job-related fear and worry. The term job stress is perceived as prior stage outcomes of job where employee will feel discomfort on the other hand later stage outcomes includes varies levels of job satisfaction, job involvement, motivation, and job performance. Rechter (2012) states that job stress are depends on the job situation and scenario. Job stress ascends when the requirement of job is not fulfilled with provided resources. The resources can be referring to employee itself, for example level of education and experience. Moreover, Khan, Aqeel and Riaz (2014) states that job stress can be defined as an unpleasant condition or role at job environment which effect employees performance in the organisation.

Currently, there are literatures that focusing on investigation job stress as it gives more essential impact on employee performance and organisation outcomes. Qasim, Javed and Shafi (2014) point out that there are few division of stressor compromises role overload, role ambiguity, time pressure, high job demand, noise and work family conflict. Eventually, Safari, Habibi, Dehghan, Mahaki, and Hassanzadeh (2013) states that those variables can increase high job stress which can bring risk to employee's health condition and even injury. Moreover, in Chan, Foon, Lim and Osman's (2010) research showed that there was positive relationship between job stress and turnover intention among private sector employees in Petaling Jaya, Malaysia. Consequently, it is essential for employer role on minimizing employees stress through motivates, guiding and encouragement to retain their employee especially freshman in the organisation (Rahman, Karan & Arif, 2014).

Mosadeghrad and Rosenberg (2011) conducted a study to figure out the correlation between job stress and quality of work life that effect turnover intention among 740 hospital employees in Iran. Ultimately, main causal of stress was insufficient pay, unfair at work, work overload, less career advancement opportunities, time pressure, less supportive managerial and less appreciation that found significant that trigger employees' turnover intention. Results prove that there is a positive relationship among job stress and turnover intention. Meanwhile, indicates a negative relationship between job stress and quality of work life. It is postulated that when employee experienced more stress, they will show lower levels of quality of work life. The inverse relationship may indicates organization factors as one of the contributors to job stress. Therefore, through increasing quality of work life of employees will result in increase in job satisfaction, minimizing stress and reduce turnover intention among employees. Similarly, Kasraie, Parsa, Hassani, and Ghasem-Zadeh (2014) investigated the relationships between quality of work life, job satisfaction, job stress and citizenship behaviour among hospital employees in Iran. Their study also showed an inverse relationship between job stress and quality of work life which literally means that through increasing job stress, subsequently quality of work life will decrease. Meanwhile Hans, Mubeen, Mishra, and Al-Badi (2015), conducted a study in job stress and quality of work life among private colleges in Oman. They found that when the occupational stress score among management lecturers were relatively lesser than the average, their perceived level of quality of work life was found higher. Moreover, Mani, Sritharan and Gayatri (2014) showed that occupational

stress negatively affecting the quality of work life of station masters in Tamil Nadu. Stress aspects such as job overload, conflict, strenuous working condition and responsibility have caused them to be less confident, and have perceived lower job stability, growth opportunities and low satisfaction. Hence, job stress has significant relationship on quality of work life.

Hypothesis 3: There is a significant relationship between job stress and quality of work life



**Figure 1:** Research Framework

### III. METHODOLOGY

#### 3.1 Research Design

The present study was a cross-sectional quantitative study. Sample respondents were the Generation Y employees working in any of the selected eight technology companies in Klang Valley, Malaysia. We contacted human resource managers from each company. With the support of human resource managers, Generation Y employees were invited to participate in this study. Managers of each department distributed and collected the completed surveys questionnaire from their employees. Data collection was carried out during a period of two months, and to ensure anonymity and confidentiality, the survey participants were asked not to reveal themselves in the questionnaire. In this study, 400 questionnaires were distributed, and 177 responses were returned. Out of these 177 responses, 5 responses were excluded due to incorrect target respondents' age group. Hence, only 172 responses were useable which yield a response rate of 44.3%.

#### 3.2 Instruments

The measurement scale of the constructs used in this research model was adopted from well-established, reliable and valid scales. Respondents were asked to rate on a 5-point Likert scale (1= strongly agree to 5= strongly disagree). Questionnaire of quality work life adopted from scale development and validation by referring to Sirgy, Efraty, Siegel and Lee (2001) research which using twelve question of instrument which compromise seven categories of needs. Job Involvement will be referring to Kanungo, (1982) research which using ten question of instrument which compromise empirical distinction on intrinsic motivation, skill utilisation and decision influences. Job Satisfaction will be referring to Kim, Leong and Lee (2005) research which using five question of instrument which compromise of positive feeling and personal beliefs about current job. Job Stress will be referring to Parker

and Decotiis, (1983) research which using thirteen question of instrument which compromise two dimension; time stress and anxiety.

A pilot study was conducted with 20 respondents from an IT company, and the Cronbach's alpha values exceeded 0.7, which indicated the items were reliable (Sekaran, 2003). Descriptive statistics were used to tabulate percentages, means and standard deviations of the demographic data. Hypotheses were tested with correlation and multiple regression models. Preliminary analyses were conducted to ensure no violation of the assumptions of normality, linearity, multicollinearity and homoscedasticity. The histogram of standardized residuals indicated that the data was approximately normally distributed. The scatterplot of standardized predicted values showed that the data met the assumptions of homogeneity of variance and linearity.

## IV. RESULTS

### Demographic Profile of Respondents

**Table 1:** Demographic profile

Demographic variable		Frequency	Percentage
<b>Sex</b>	Male	62	36
	Female	110	64
<b>Education</b>	SPM, certificate and below	16	9.3
	Diploma	30	17.5
	Degree	117	68
	Postgraduate degree	9	5.2
<b>Position</b>	Non-executive	87	50.6
	Executive	69	40.1
	Managerial	16	9.3
		<b>Mean</b>	<b>Standard Deviation</b>
<b>Age</b>		25.1	3.99
<b>Tenure</b>		2.2	1.57

Demographic information in Table 1 described the characteristics of study respondents, which comprises of sex, age, position, level of education, and tenure with their organization. Questionnaire were administered to 400 employees in eight technology companies in Klang Valley, Malaysia. A total of 177 responses were received, and 5 survey forms were incomplete and removed from subsequent analyses. The mean age was 25.1 years and the mean tenure with their organization 2.2 years. One hundred ten (64%) subjects were females and sixty two (36%) subjects were males. One hundred seventeen (68%) subjects have completed a Bachelor degree, thirty (17.5%) subjects have completed a diploma, sixteen subjects have completed a secondary education and nine (5.2%) subjects have completed a postgraduate degree. Eight seven subjects (50.1) hold non-executive job position, sixty nine (40.1%) are

executives and sixteen (9.3%) subjects are in managerial positions. Thus, the sample was younger, more females and non-executive employees as well as subjects have completed a Bachelor degree from eight selected technology companies as sample for this study.

#### 4.2 Factor Analyses

**Table 2** Confirmatory Factor Analysis (CFA) of study variables

<b>Quality of Work Life</b>	<b>Mean</b>	<b>SD</b>	<b>Factor loading</b>
The feeling of security in my position.	3.92	.85	.58
The opportunity in my position to give assistance to other people.	3.97	.83	.70
The opportunity to develop close association.	3.88	.81	.75
The feeling of self-esteem obtained from my position.	3.94	.91	.78
The prestige of my position within the firm.	3.74	.85	.71
The prestige of my position outside the firm.	3.66	.86	.72
The opportunity for independent thought and action in my position.	4.10	.79	.78
The authority connected with my present position.	3.71	.86	.70
The opportunity, in my position, for participation in the setting of goals.	3.86	.87	.72
The opportunity for personal growth and development in my position.	4.19	.82	.79
The feeling of worthwhile accomplishment in my position.	4.17	.84	.81
The feeling of being able to use one's own unique capabilities realising one's potentialities can be obtained from my position.	4.00	.78	.76
<b>Job Involvement</b>	<b>Mean</b>	<b>SD</b>	<b>Factor loading</b>
The most important things that happen to me involve my present job.	3.63	.92	.63
I am very much personally involved in my job.	3.64	.88	.70
I live eat and breathe my job.	3.30	1.00	.76
Most of my interests are centered about my job.	3.28	1.10	.82
I have very strong ties with my present job which it would be very difficult to break.	3.30	1.00	.66
Most of my personal life goals are job-oriented.	3.27	1.06	.77



I consider my job to be very central to my existence.	3.35	.97	.74
I like to be absorbed in my job most of the time.	3.25	1.03	.74
<b>Job Satisfaction</b>	<b>Mean</b>	<b>SD</b>	<b>Factor loading</b>
I consider my job pleasant.	3.75	0.77	.87
I feel fairly-well satisfied with my present job.	3.69	0.89	.79
I definitely like my job.	3.64	0.94	.88
My job is pretty interesting.	3.78	0.91	.82
I find real enjoyment in my job.	3.66	0.96	.89
<b>Job Stress</b>	<b>Mean</b>	<b>SD</b>	<b>Factor loading</b>
I feel working here makes it hard to spend enough time with my family.	3.45	1.14	.67
I spend so much time at working place.	3.70	1.03	.71
I spend less time for other activities since working here.	3.67	1.08	.73
I have too much of work and too little time to accomplish it.	3.41	1.06	.77
I feel like I never have a day off.	3.10	1.18	.78
I frequently get the feeling that I am “married” to the company.	3.10	1.19	.78
I sometime dread the telephone ringing at home because the call might be job related.	3.00	1.23	.73
Too many people at my level in the company get burned out by job demand.	3.26	1.09	.77
I have feel fidgety or nervous as a result of my job.	3.17	1.11	.80
My job gets to me more than it should.	3.36	1.01	.72
Sometimes when I think about my job I feel like myself so burden.	3.20	1.08	.81
I feel guilty when I take time off from job.	3.14	1.24	.69
There are lots of times when my job drives me right up the wall.	3.27	1.04	.73

Table 2 shows that all factor loading was highly significant as a basic requirement for convergent validity. With exception of two items on the job involvement scale comprise of job involvement item 2 (the opportunity in my position to give assistance to other people) and job involvement item 7 (the opportunity for independent thought and action in my position). In addition, factor analysis results have indicated uni-dimensional model for quality of work life, job involvement, job satisfaction and job stress. All standardised factor loadings exceeded the threshold of

0.40 indicating adequate convergent validity of these four scales (Sekaran, 2003). Therefore, almost all items and constructs meet the standard and supported with evidence of construct reliability and validity. All Cronbach's Alpha exceed 0.70, which is regarded as a good (Sekaran, 2003).

### 4.3 Correlation

**Table 4.3** Mean, standard deviation, inter-item correlations and Cronbach's alpha values of study variables

Note: \*\*p<.01; \*p<.05

	Variable	Mean	SD	1	2	3	4
1	Quality of work life	3.96	.68	.92			
2	Job involvement	3.44	.80	.37**	.83		
3	Job satisfaction	3.71	.80	.45**	.64**	.90	
4	Job stress	3.36	.89	.11	.20*	-.007	.93

Table 4 shows the results of correlation between the job involvement, job satisfaction and job stress on quality of work life. The result indicates that there is a positive correlation between job involvement ( $r = .370$ ,  $p < 0.01$ ) and job satisfaction ( $r = .453$ ,  $p < 0.01$ ) on quality of work life. On the other hand, there was no significant correlation between job stress ( $r = .114$ ,  $p > 0.05$ ) and quality of work life. Therefore, two hypotheses (Hypothesis 1 and 2) were supported, but not for hypothesis 3.

### 4.4 Regression

Model	R	R square	F	Sig.
1	.474	.225	17.252	.000

**Table 4.4** Multiple Regression Analysis Note: \*\*p<.01; \*p<.05

Variables	Unstandardized Coefficients		Standardized Coefficients	t statistic	Sig.
	Beta	Std. Error	Beta		
Constant	2.198	.281		7.824	.000
Job involvement	.09	.077	.107	1.177	.241
Job satisfaction	.325	.075	.385	4.319	.000

From the multiple regression table, job involvement, job satisfaction, job stress explained 22.5% of

variance in quality of work life. The significant F value showed that the overall model fits,  $F= 16.252$ ,  $p<0.05$ . The standardized beta value of job satisfaction ( $\beta= 0.385$ ,  $p <0.01$ ) indicated job satisfaction as the best predictor of quality of work life among the respondents of this study.

## V. DISCUSSION

Although many past studies have identified the predictors of quality work life including job involvement, job satisfaction and job stress, but there is still limited studies examining the quality of work life of younger employees in technologies companies, especially in Malaysia. Hence, this study provides interesting findings to fill up the literature gap using sample of younger employees working in selected eight technologies companies in Klang Valley, Malaysia. Results indicated significant relationships between job involvement, job satisfaction and job stress on quality of work life. This showed that when employees have higher involvement in their job, the quality of their work life will also increases. The findings are consistent with the findings from past studies that job involvement (Jahedi & Reyshahri, 2015; Salem & Jarad, 2015, Mehdipour, Nahid, Boushehri, Saemi & Rayegan, 2012) on quality of work life. Second, the significant relationship between job satisfaction and quality of work life indicates that the more satisfied their employee is, the higher they perceived their quality of work life. The finding is consistent with past studies that job satisfaction is associated with quality of work (Chinomona & Dhurup, 2014; Lee, Back, Chan & Hilton, 2015). Lastly, job stress showed no correlation with quality of work life. It represents when the amount of job stress perceived by their employee will have no association on their quality of work life. The finding is inconsistent with past studies (Mosadeghrad, Ferlie & Rosenberg, 2011; Kasraie, Parsa, Hassani & Ghasem-Zadeh, 2014). One plausible explanation of the non-significant relationship between job stress and quality of work life could be due the younger and non-executive respondents in this study as they have just started working and at lower hierarchy of the organization, therefore they don't perceived high job stress as compared to senior or top management employees.

Moreover, the finding of this study also indicated that job satisfaction is the strongest predictor of quality of work life where this finding is consistent with past studies undertaken by Noor and Abdullah (2012) and Hassan (2013). This showed that managers and business owners need to maintain their satisfaction with their job to boost their perception of their quality of work life and able to reduce their turnover intention.

## VI. CONCLUSION

The aim of this study was to examine the effects of job involvement, job satisfaction and job stress on quality of work life among Generation Y employees in technology companies in Malaysia. The findings reveal that job involvement and job satisfaction have significance positive relationships on quality of work life. Therefore, employees perceived themselves to have developed better quality of work life when they are involved and satisfied in their job. They indicated that the main factor enhancing their quality of work life was job satisfaction. As a result, to have a sustainable employee management, managers and business owners need to consider the importance of promoting job satisfaction and job involvement among their employees, especially the younger employees.

There are two limitations to the insights provided by this study. First, only Generation Y employees in eight

selected technology companies in Klang Valley were included in the study and therefore the findings cannot be generalized to all Generation Y employees in general. Second, only three variables were used, thus there are other variables that could be included in future research. For further research, a similar study could be replicated on a different set of Generation Y employees working in different industries in order to explore whether these new results would be consistent with those of this present study. A further study could be undertaken to include the other study variables to determine the predictors of quality of work life. Lastly, we hope that the results of this study contribute to enhancing employees' quality of work life, and in doing so, should help prepare employers to minimize the dissatisfaction and to retain their employees.

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