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Quality of Work Life as a Predictor of Work Engagement in Generation Z Employees

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Abstract

Generation Z, characterized by their preference for meaningful work, increasingly dominates the workforce in non-governmental organizations in Indonesia. Quality of work life is critical for fostering work engagement in this demographic, yet its impact remains underexplored in the non-governmental organization's context. This study investigates the influence of quality of work life, based on Walton's model, on work engagement among Generation Z employees in Indonesian non-governmental organizations. A quantitative survey design was employed, involving 286 Generation Z employees selected through accidental sampling. Data was collected using the Utrecht work engagement scale and a quality of work life scale adapted from Walton's framework, analyzed via multiple linear regression with SPSS version 25. The findings reveal that quality of work life significantly predicts work engagement, with constitutionalism and total life space (13.73% contribution) as the most influential dimensions, supporting the hypothesis that quality of work life enhances engagement. Quality of work life plays a pivotal role in fostering vigor, dedication, and absorption among Generation Z in non-governmental organizations, confirming its importance in mission-driven settings. This study extends Walton's quality of work life model to a new demographic and context, offering practical insights for non-governmental organizations to enhance engagement through fair policies and work-life balance initiatives.

Keywords

Generation Z, Non-Governmental Organization, Quality of Work Life, Work Engagement, Work-Life Balance.

1. Introduction

Generation Z, born between 1997 and 2012, represents a significant portion of Indonesia's population, with approximately 27.94% of the total demographic, according to the Central Statistics Agency (*Badan Pusat Statistik/BPS*) (Wijaya et al., 2024). This generation is increasingly entering the workforce, particularly in sectors aligned with their values, such as Non-Governmental Organizations (NGOs), which emphasize social impact and meaningful work (Mulyana, 2023; Lueg & Jebsen, 2024; Mburu et al., 2024). Characterized by their digital nativity, openness to diversity, and commitment to social issues, Generation Z brings unique expectations to the workplace, including flexibility, collaboration, and opportunities for personal growth (Chillakuri, 2020; Gabrielova & Buchko, 2021; Lisabella & Hasmawaty, 2021; Maharani, 2023). These preferences shape their engagement in professional settings, making it critical to understand the factors that enhance their work engagement, especially in the NGO sector, where mission-driven work is a key motivator.

Work engagement, defined as a positive psychological state encompassing vigor, dedication, and absorption by Schaufeli and Bakker (2003), Eldor (2016) and Leiter and Maslach (2017), is essential for organizational success, particularly in NGOs facing challenges like high workloads and limited resources (Ahmad, 2002; Roberts et al., 2005; Elrifi et al., 2019). Generation Z employees in NGOs often exhibit high engagement when their work aligns with social values, yet some experience reduced motivation due to excessive work demands, limited decision-making opportunities, and insufficient psychosocial support (Saks, 2019; Akingbola et al., 2022; Even & Christiansen, 2023; Hidajad, 2023). These challenges highlight the need to explore organizational factors that foster engagement, with Quality of Work Life (QWL) emerging as a critical determinant. QWL, encompassing dimensions such as fair compensation, safe working conditions, and work-life balance, supports employee well-being and enhances engagement by creating a supportive work environment (Robbins, 2003; Panda & Sahoo, 2021).

Despite the growing body of research on QWL and work engagement, there remains a significant gap in understanding their relationship among Generation Z in the NGO sector. According to Chiemeke et al. (2019) and Fanggidae et al. (2020), QWL significantly influences work engagement in various organizational contexts, but their study focused on a broader workforce, not specifically Generation Z or NGOs. Similarly, Cahyo et al. (2023) demonstrated that QWL impacts engagement through employee well-being and organizational support, yet their research did not address the unique characteristics of Generation Z, such as their preference for flexibility and social relevance. This gap is critical, as NGOs are a primary career choice for Generation Z due to their alignment with social missions (Mulyana, 2023). The lack of studies applying Walton's QWL model to this demographic in the NGO context underscores the need for targeted research to address their specific workplace needs.

This study aims to examine the influence of Quality of Work Life, based on Walton's model, on work engagement among Generation Z employees in Indonesian NGOs. By focusing on Walton's eight dimensions adequate and fair compensation, safe and healthy working conditions, development of human capabilities, growth and security, social integration, constitutionalism, total life space, and social relevance this research seeks to fill the identified gap and provide insights into how NGOs can enhance engagement among young workers. The findings are expected to contribute to human resource management strategies in the non-profit sector, fostering sustainable engagement and well-being for Generation Z. This study also aims to enrich the literature on organizational behavior by offering a context-specific

analysis of QWL's role in supporting a generation known for its distinct workplace expectations.

2. Literature Review and Hypothesis Development

According to Fanggidae et al. (2020), Quality of Work Life (QWL) significantly influences work engagement by enhancing working conditions and career development, though their study focused on a general workforce rather than Generation Z in Non-Governmental Organizations (NGOs). QWL, encompassing dimensions like fair compensation and work-life balance, fosters a supportive environment that mitigates challenges such as high workloads and limited resources in NGOs (Roy, 2022; Kurniawati & Nuvriasari, 2025). For Generation Z, who prioritize flexibility and social impact, QWL is critical in sustaining engagement, defined by vigor, dedication, and absorption (Schaufeli & Bakker, 2003). These dimensions align with their preference for mission-driven work, making NGOs an attractive career choice (Mulyana, 2023).

Prior studies highlight a gap in understanding QWL's impact on Generation Z in NGOs. According to Cahyo et al. (2023), QWL enhances engagement through organizational support and work-life balance, but their research did not focus on Generation Z's unique needs, such as autonomy and social relevance. Similarly, Agustiani et al. (2024) found that QWL mediates engagement through workplace well-being, yet their study lacked specificity to the NGO context. Work-life balance, for instance, enhances engagement by allowing employees greater control over schedules, a factor critical for Generation Z (Tian et al., 2019). These findings suggest that QWL dimensions are pivotal for fostering engagement in mission-driven settings.

According to Robbins (2003), QWL, includes eight dimensions adequate and fair compensation, safe and healthy working conditions, development of human capabilities, growth and security, social integration, constitutionalism, total life space, and social relevance that promote employee well-being and organizational effectiveness. This model is particularly relevant for Generation Z in NGOs, who value workplaces that support self-development and social impact (Mulyana, 2023). For instance, opportunities for growth enhance dedication, while work-life balance supports Vigor by reducing burnout (Panda & Sahoo, 2021). Walton's framework provides a robust lens to explore how organizational factors drive engagement in this demographic.

Work engagement, as defined by Schaufeli and Bakker (2003), comprises Vigor, dedication, and absorption, making it a critical outcome in high-pressure sectors like NGOs (Saks, 2019). According to Fatmasari (2020), QWL dimensions like social relevance align with Generation Z's preference for meaningful work, fostering higher engagement. Vipyana and Syah (2023) further note that organizational support strengthens commitment among young workers, reinforcing QWL's role. The conceptual framework, illustrated in Figure 1. Research Framework, integrates Walton's QWL dimensions with work engagement components, positing that improvements in QWL enhance vigor, dedication, and absorption, thus supporting engagement among Generation Z in NGOs.

H1: Quality of work life has a positive relationship on work engagement.

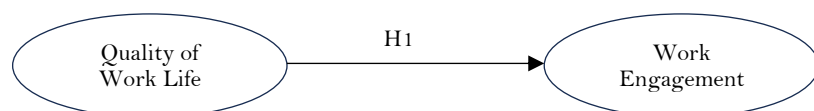


Figure 1. Research Framework

3. Methods

This study uses a quantitative approach with a survey design to examine the influence of Quality of Work Life (QWL) on work engagement among Generation Z employees working in Non-Governmental Organizations (NGOs) in Indonesia. The population consists of individuals from Generation Z those born between 1997 and 2012 who are employed in NGOs operating in Indonesia. The sampling technique used is accidental sampling, a non-probability method. This technique was chosen due to the difficulty of accessing a complete list of Generation Z employees in NGOs throughout Indonesia, which made random sampling unfeasible.

The study involved 286 respondents aged between 17 and 28 years old, who were actively working in NGOs in various parts of Indonesia. Data were collected both online and in person through NGO networks to ensure accessibility, even in remote areas. Two validated psychological instruments were used in this study: the Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2003) to measure work engagement, and a Quality of Work Life Scale based on the framework of Rhoades and Eisenberger (2002), adapted to Walton’s eight dimensions of QWL. Both instruments were translated into Bahasa Indonesia and tested in advance to ensure reliability and cultural relevance. The reliability test results showed Cronbach’s alpha values above 0.80 for both scales, indicating high internal consistency. The data were analysed using SPSS version 25.

4. Results

Based on Table 1, the respondents in this study were 286 people. Based on age, the majority were in the range of 24–26 years (59.4%), followed by ages 21–23 years (20.3%), 27–28 years (12.9%), and 18–20 years (7.3%). Based on gender, respondents were dominated by men (54.2%) compared to women (45.8%). Viewed from the work unit area, most respondents came from Java (22.7%), followed by Sulawesi (19.6%), Maluku and Papua (15.4%), Kalimantan (15%), Bali Nusra including Bali, NTB, and NTT (12.6%), and Sumatra (14.7%).

Table 1. Characteristics Respondent

Characteristics	Frequency	Percentage	
Age	18-20 Years	21	7.3%
	21-23 Years	58	20.3%
	24-26 Years	170	59.4%
	27-28 Years	37	12.9%
Gender	Amount	286	100%
	Man	231	54.2%
	Woman	155	45.8%
	Amount	286	100%
Work unit area	Balinusra (Bali, NTB, NTT)	36	12.6%
	Java	65	22.7%
	Kalimantan	43	15%
	Maluku & Papua	44	15.4%
	Sulawesi	56	19.6%
	Sumatra	42	14.7%
Amount	286	100%	

Based on the results of the regression prerequisite test analysis on Table 2, the data in this study meet the required assumptions. The normality test using Shapiro-Wilk shows that the data is normally distributed with a significant value of $0.068 > 0.05$. Furthermore, the linearity test shows that the quality of work life variable has a linear relationship with work engagement, with a linearity significance value of $0.000 < 0.05$ and a deviation from linearity of $0.419 > 0.05$. The multicollinearity test shows no multicollinearity, indicated by a Tolerance value of $1.000 > 0.01$ and a VIF value of 1.000, which means there is no high correlation between the

independent variables. Meanwhile, the heteroscedasticity test using the Glejser test produces a significant value of $0.399 > 0.05$, which indicates no heteroscedasticity problem. Thus, all regression prerequisite tests are met, and the data is suitable for use in further analysis.

Table 2. Results of Multiple Linear Regression F Test Analysis

Variables	a	X1	X2	X3	X4	X5	X6	X7	X8
Dimensions									
Quality of Work Life to Work Engagement	8.943	0.507	0.339	0.281	0.494	0.444	0.535	0.339	0.341

The following is the equation of the multiple linear regression line based on table 2:
 $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7 + b_8X_8$
 $Y = 8.943 + 0.507X_1 + 0.339X_2 + 0.281X_3 + 0.494X_4 + 0.444X_5 + 0.535X_6 + 0.339X_7 + 0.341X_8$

The constant value of 8.943 indicates that, if all QWL dimensions are held constant, work engagement remains at 8.943. All predictor variables show positive coefficients, with Constitutionalism ($X_6 = 0.535$) having the highest coefficient, suggesting that a one-unit increase in this dimension boosts work engagement by 0.535. These results support H1, confirming that QWL significantly predicts work engagement, aligning with findings by Fanggidae et al. (2020) that QWL enhances engagement through supportive organizational factors.

Table 3. Multiple Linear Regression T-Test Results

Variables	T	Sig.
Adequate and Fair Compensation	3.595	0.000
Safe and Healthy Environment	3.480	0.000
Development of Human Capacities	5.435	0.001
Growth and Security	5.267	0.000
Social Integration	4.458	0.000
Constitutionalism	5.685	0.000
Total Life Space	4.062	0.000
Social Relevance	3.466	0.001

Table 3 shows that the t-test results, shown in Table 3, indicate that all QWL dimensions significantly influence work engagement ($p < 0.05$). Constitutionalism has the strongest effect ($t = 5.685, p < 0.001$), followed by Development of Human Capacities ($t = 5.435, p = 0.001$) and Growth and Security ($t = 5.267, p < 0.001$). These findings highlight the importance of fair organizational policies and opportunities for self-development for Generation Z, who value autonomy and growth (Mulyana, 2023). Other dimensions, such as Total Life Space ($t = 4.062, p < 0.001$) and Adequate and Fair Compensation ($t = 3.595, p < 0.001$), also contribute significantly, supporting H1 and indicating that a balanced work environment enhances engagement, consistent with Agustiani et al. (2024).

Table 4. Coefficient of Determination

R	R-square (R ²)	Adjusted R square
0.917	0.842	0.841

Table 4 shows the results of the regression analysis showing an R value of 0.917, indicating a very strong relationship between the quality of work life and work engagement. The R-square (R^2) value of 0.842 indicates that 84.2% of the variation in work engagement can be explained by variables in the quality of work life. Meanwhile, the Adjusted R-square value of 0.841 confirms that the regression model used is very good and stable in explaining the relationship between the independent

variables and the dependent variables, even though it has been adjusted for the number of variables in the model. Furthermore, the effective contribution of the independent variables can be seen in Table 5.

Table 5. Effective Contribution of Independent Variable

Variables	Regression Coefficient (Beta)	Correlation Coefficient (r)	SE (%)
Adequate and Fair Compensation	0.399	0.842	8.70
Safe and Healthy Environment	0.281	0.842	7.21
Development of Human Capacities	0.507	0.842	13.01
Growth and Security	0.339	0.842	8.70
Social Integration	0.444	0.842	11.40
Constitutionalism	0.494	0.842	12.68
Total Life Space	0.535	0.842	13.73
Social Relevance	0.341	0.842	8.76

The effective contribution of each QWL dimension is detailed in Table 5. Total Life Space contributes the most (13.73%), followed by Development of Human Capacities (13.01%) and Constitutionalism (12.68%). These results underscore the significance of work-life balance and self-development for Generation Z, as noted by Anhar et al. (2025). The total contribution of 84.2% matches the R² value, confirming H1 and highlighting QWL’s critical role in fostering engagement. NGOs can leverage these findings to prioritize flexible schedules and development opportunities to enhance young workers’ engagement.

5. Discussion

The findings of this study confirm that Quality of Work Life (QWL) significantly influences work engagement among Generation Z employees in Non-Governmental Organizations (NGOs) in Indonesia, supporting H1. The multiple linear regression analysis reveals a strong model, with an R² value of 0.842, indicating that 84.2% of the variation in work engagement is explained by QWL dimensions. Notably, Constitutionalism (t = 5.685) and Total Life Space (13.73%) emerge as the most influential dimensions, underscoring the importance of fair organizational policies and work-life balance for young workers. These results align with the unique characteristics of Generation Z, who prioritize autonomy, fairness, and flexibility in their workplace (Mulyana, 2023). This robust relationship between QWL and engagement highlights the critical role of supportive work environments in fostering vigor, dedication, and absorption among NGO employees.

According to Fanggidae et al. (2020), QWL enhances work engagement by improving working conditions and career development opportunities, a finding consistent with this study’s results. However, while their research focused on a broader workforce, this study specifically demonstrates that Constitutionalism and Total Life Space are particularly salient for Generation Z in NGOs. Similarly, Cahyo et al. (2023) found that QWL fosters engagement through organizational support and work-life balance, but their study did not address Generation Z’s distinct preferences. The strong influence of Constitutionalism in this study, reflecting Generation Z’s value for fairness, contrasts with Agustiani et al. (2024), who emphasized work-life balance as the primary driver of engagement in other sectors. This difference suggests that the NGO context, with its mission-driven focus, amplifies the importance of equitable policies for young workers, as supported by Widadsari (2024), who notes Generation Z’s sensitivity to organizational justice.

Theoretically, these findings strengthen Walton’s QWL model by demonstrating its applicability to Generation Z in the NGO sector. According to Robbins (2003), QWL’s dimensions, such as Constitutionalism and Development of Human Capacities, foster employee well-being, which this study extends to engagement

outcomes. The high R^2 value supports Schaufeli and Bakker's (2003) framework, confirming that QWL enhances vigor, dedication, and absorption. Practically, these results offer actionable insights for NGOs. For instance, prioritizing flexible work schedules, as emphasized by Total Life Space's contribution, can address Generation Z's need for work-life balance, reducing burnout and enhancing dedication (Anhar et al., 2025). Additionally, NGOs should strengthen policies promoting fairness and development opportunities, such as mentorship programs or transparent decision-making, to boost engagement, aligning with Vipyana and Syah (2023) findings on the role of organizational support in young workers' commitment.

6. Conclusion

This study confirms that Quality of Work Life (QWL) significantly influences work engagement among Generation Z employees in Indonesian Non-Governmental Organizations (NGOs), supporting H1. The multiple linear regression analysis yields an R^2 value of 0.842, indicating that 84.2% of work engagement variance is explained by QWL dimensions, with Constitutionalism ($t = 5.685$) and Total Life Space (13.73%) as the most influential factors. According to Mulyana (2023), these dimensions resonate with Generation Z's preference for fairness and work-life balance, critical in the mission-driven NGO context. The findings highlight QWL's role in fostering Vigor, dedication, and absorption, enhancing engagement among young workers in high-pressure settings.

Theoretically, this study strengthens Walton's QWL model by demonstrating its applicability to Generation Z in NGOs. Practically, NGOs can prioritize flexible schedules and fair policies to boost engagement. However, the use of accidental sampling limits generalizability, as it may introduce selection bias. The focus on Indonesian NGOs also restricts applicability to other contexts. Future research could employ random sampling or explore mediating variables like job satisfaction to enhance understanding of QWL's impact. Despite its contributions, this study has limitations. The use of accidental sampling, while practical for accessing Generation Z employees across Indonesia, may limit generalizability due to potential selection bias. The focus on Indonesian NGOs also restricts the applicability of findings to other contexts. Future research could employ random sampling to enhance representativeness or explore additional variables, such as job satisfaction or organizational culture, as mediators of QWL's impact on engagement. Notwithstanding these limitations, this study provides a robust foundation for understanding QWL's role in fostering engagement among Generation Z in NGOs, offering both theoretical and practical contributions to human resource management in the non-profit sector.

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Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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