

Engaging Millennials: Role of Quality of Work Life, Psychological Safety, Psychological Capital, and Inclusive Leadership (A Study of 3-5 star Hotel Employees in Yogyakarta City)

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ABSTRACT

Objectives: The millennial generation dominates the workforce in Indonesia, earning the title of "fleas" or the "hopping generation" due to the high intensity of job changes. The purpose of this study is to develop an integrative model for engaging millennials in the workplace that incorporates individual resources (psychological capital), and resources derived from the workplace (inclusive leadership, quality of work life, and psychological safety).

Methodology: This study used a quantitative approach. The research sample comprises 152 hospitality employees working in 3-5-star hotels in Yogyakarta city. The data was collected using a purposive sampling technique. A questionnaire was distributed to the research sample and was then analyzed using the PLS-SEM technique.

Finding: Inclusive leadership and psychological capital exert a positive and significant effect on the quality of work life. The quality of work life also has a positive and significant effect on work engagement; and it acts as a mediator between inclusive leadership and work engagement, as well as between psychological capital and work engagement. However, psychological safety does not enhance the effect of inclusive leadership on the quality of life or the effect of psychological capital on work engagement. Therefore, organizations must strive to fulfill the employees' quality of work life to maximize the psychological capital and the application of inclusive leadership within the organization, thereby fostering work engagement in the workplace.

Conclusion: The results of this study indicate that the quality of work life plays a pivotal role in work engagement and inclusive leadership has a positive impact on the quality of life among the millennial generation employee.

Keywords: Inclusive Leadership; Psychological Capital; Quality of Work Life; Psychological Safety; Work Engagement.

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INTRODUCTION

Indonesia is currently experiencing a demographic bonus and 75% of the workforce is dominated by the millennial generation (Mulyati et al., 2019). The millennial generation is distinguished by its proficiency in technology and digital-based activities, productivity, and creativity (Kusuma et al., 2021; Utomo et al., 2019). Their characteristics present both opportunities and challenges, as they tend to move between workplaces which demonstrates poor work engagement (Gumilang, 2022; Rigoni et al., 2016). Within one year, the millennial generation may change workplaces several times, leading to them earning the nickname "the hopping generation". A study confirmed that 55% of them exhibit poor work engagement (Rigoni & Adkins, 2016). A similar phenomenon of job hopping occurs in Yogyakarta City, where it is estimated that the millennial generation will only be employed for 1-3 months on average if they are not satisfied with their job.

Yogyakarta City is a prominent tourist destination currently undergoing a process of developing technology-based sustainable tourism, with accommodation representing a pivotal sector in the regional economy (Kusuma et al., 2021). Statistics Indonesia of Yogyakarta City indicates a notable increase in the interest of the millennial generation in pursuing careers in the hospitality sector, from 7% to 12% in 2023. This increase presents a challenge for human resource management and operational effectiveness in achieving sustainable tourism. This is particularly of concern for 3-5-star hotels, which are a target for tourists. The millennials' job-hopping behavior phenomenon underscores the necessity for the development of a research model on factors that can foster the millennials' work engagement, particularly within the hospitality sector.

According to the Job-Demands-Resources (JD-R) Theory, there are several job resources that, when effectively organized, can foster employee work engagement in the organization. Such job resources include inclusive leadership, quality of work life, and psychological safety. An appropriate leadership style is an organizational factor that can enhance employee motivation to remain in their positions and to identify with their work (Tuasikal et al., 2022; Asda & Nilasari, 2022). Additionally, the quality of work life, encompassing facility support, team relationships, supervisor support, availability of development training, and working conditions, is also identified as a significant factor influencing work engagement (Eka et al., 2018). The role of quality of work life on work engagement is also driven by the leadership style, as it provides a sense of security and support for the employees, especially inclusive leadership which shapes the employees' perceptions of fair procedures (Cenkci et al., 2021; Maulana & Sagala, 2019). Furthermore, the quality of work life is inextricably linked to the provision of safe working conditions, which must encompass psychological safety. Psychological safety is reflected in the presence of care and mutual respect in the workplace (Newman et al., 2017). It fosters a sense of security among the employees to express ideas and opinions freely without fear of reprisal. This can be made possible by leaders who demonstrate openness to employee input and encourage a culture of open communication (Elsaied, 2019; Vakira et al., 2022; Harefaan, A et al., 2023). Moreover, psychological capital represents a significant resource for employees, which allows them to adapt easily, determine work targets and goals, and balance their personal and work lives in a way that facilitates greater comfort and satisfaction with their work, which is closely associated with the quality of work life (Iskandar & Hatta, 2022).

Several studies have been conducted on the work engagement phenomenon. Mulyati (2019) developed a model of work engagement for the millennial generation workforce using job

crafting and meaningful work as mediators. Further, Geisler (2019) found that the quality of work life and psychological safety influence work engagement. A review of previous studies reveals a research gap, namely the lack of an integrative research model that covers individual, organizational, and environmental aspects comprehensively and uses moderating and mediating variables at the same time to explain the phenomenon of work engagement. The objective of this study is to develop an integrative model for engaging the millennials in the workplace that incorporates individual resources (psychological capital), and resources derived from the workplace (inclusive leadership, quality of work life, and psychological safety). Furthermore, this study also aims to assess the role of quality of work life as a mediating variable in the relationships and psychological safety as a moderating variable.

LITERATURE REVIEW

Job-Demands-Resources (JD-R) Theory. Job Demands-Resources (JD-R) Theory posits that the relationship between job demands and resources and employee performance is mediated by employee well-being, which can be conceptualized as either burnout or work engagement. Job demands are defined as the physical, psychological, social, or organizational aspects of work that require physical, cognitive, or emotional effort. Job resources, on the other hand, can be classified as physical, psychological, social, or organizational resources that possess motivational potential for achieving work goals (Bakker et al, 2023). The JD-R Theory is a flexible theoretical framework that can be integrated with a range of job characteristics. This theory is employed in the development of the research model.

Work Engagement. It is defined as an individual involvement in their work, expressed as having a high energy and strong excitement for work, and being completely immersed in the work (Bakker & Albrecht, 2018). In this study, the definition of work engagement refers to the one proposed by Schaufeli and Bakker (2010), who defined it as an affective-cognitive aspect of giving positive energy at work.

Psychological Capital. It is defined as a construct that forms individual attitudes, individual and team behavior, performance, safety, and well-being (Newman et al., 2014). In a broad term, it refers to the psychological resources that each human possesses. According to Luthans (2007), psychological capital has four dimensions, including hope (the energy that motivates people to work), efficacy (an individual's belief in being able to complete responsibilities), resilience (the ability to survive and recover from problems), and optimism (the ability to evaluate and perseverance in looking for opportunities in the future).

Inclusive Leadership. According to Al-Atwi and Al-Hassani (2021), inclusive leadership must instill a sense of ownership in organizational members, ensure equality and fairness, and have distinct values, such as contributing to the completion of organizational tasks. Carmeli (2010) explained that inclusive leadership has three dimensions, including openness, availability, and accessibility. Open communication to convey goals or willingness to hear fresh ideas are examples of openness. Further, the superiors listening and discussing concerns are examples of availability. Meanwhile, making things easier for the employees to communicate, generate ideas and creativity, and thoroughly implement them are examples of accessibility.

Quality of Work Life. It is defined as a complex construct with numerous components, including physical, psychological, and social work environment factors (Swamy & Rashmi, 2015). These factors influence job satisfaction and well-being in doing daily work (Abd et al.,

2013; Almarsh, 2015). In this context, the quality of work life equals individual job satisfaction. It can be measured by 5 dimensions, consisting of working conditions, salary and benefits, supervision, intra-group relations, and training obtained at work (Zaman & Ansari, 2022).

Psychological Safety. In the context of an organization, psychological safety is defined as a condition in which individuals feel psychologically safe because they are accepted, appreciated, and trusted, and are not even humiliated when they ask questions, present new ideas, or make mistakes (Geller, 2022). These conditions will help foster effective teamwork and collaboration at work (O'Donovan et al., 2020). In this study, the definition of psychological safety is in line with Edmondson (1999), who defined it as "a feeling of safety experienced by individuals at work in the form of acceptance by colleagues, a supportive environment, and the absence of discriminatory treatment or violence.

The Effect of Inclusive Leadership on the Quality of Work Life of Millennial Employees.

A leadership style affects the quality of work life, since for the employees, it creates a sense of stability and support from the superiors (Maulana & Sagala, 2019). There have been various studies on the work engagement, particularly concerning the leadership style. Employee engagement is influenced by the leadership style since it demonstrates a fair attitude and assists the employees in carrying out their duties (Tuasikal et al., 2022). A fair and non-discriminatory approach to involving the employees at work is such a benchmark of inclusive leadership, whereas it creates a sense of satisfaction for the employees in the workplace (Alif et al., 2021). The millennial generation, which is dominated by young people, values a positive work environment, team support, relationships with superiors, and mutual respect and appreciation in the workplace as criteria for evaluating the quality of work life. Therefore, the first hypothesis that can be proposed is **H1: Inclusive leadership has a significant effect on the quality of work life.**

The Effect of Psychological Capital on the Quality of Work Life of Millennial Employees.

Having a psychological capital, which includes resilience, self-confidence, belief, and optimism in opportunities, has a good effect on the quality of work life. The higher the psychological capital, the more effective the process to achieve the quality of work life (Nafei, 2015). Simultaneously, the higher the psychological capital, the higher the quality of work life. This is because the psychological capital provides the employees with a positive sense of the quality of work life (Kim et al., 2017; Ariani et al., 2023). Thus, the second hypothesis that can be proposed is **H2: Psychological capital has a significant effect on the quality of work life.**

The Effect of Quality of Work Life on the Work Engagement of Millennial Employees.

The employees who feel comfortable, safe, and prosperous will be more engaged at work, especially the millennials. These feelings can only be achieved through the quality of work life, including work safety, balanced and cooperative colleagues, and development and learning opportunities that truly promote the employee's well-being. As a result, the employees will demonstrate increased work engagement (Geisler et al., 2019; Hermawan & Abadi, 2024). Self-development for professional growth is also a factor that the millennials consider to be engaged in the workplace. This has been confirmed by previous research showing that self-development increases work engagement (Alqarni, 2016). For this reason, the third hypothesis that can be proposed is **H3: The quality of work life has a significant effect on work engagement.**

The Mediating Role of Quality of Work Life. The quality of work life is a condition in which the employees are satisfied with meeting their requirements at work through the accomplishments and outcomes of their employment (Swamy & Rashmi, 2015). Training and development, team/superior interactions, working environment, and adequate salaries are all factors that might contribute to the employees' job satisfaction (Zaman & Ansari, 2022). The components of quality of work life are following the needs or factors perceived by the millennials in determining where to exhibit work engagement. A previous study mentioned that the quality of work life has a major effect on employee retention (Endayani, 2021; Geisler et al., 2019). The relationship with superiors is also one aspect of the quality of work life, hence the superiors' leadership style affects the quality of work life. Inclusive leadership may facilitate the millennials who require respect and flexible communication. Furthermore, the leadership style can improve the quality of work life, since it offers the employees a sense of security and support (Maulana & Sagala, 2019; Fakhri, 2024). Inclusive leadership ensures that each member is treated fairly, valued, and has a sense of psychological safety. Hence, the fourth hypothesis that can be proposed is **H4: The quality of work life mediates the effect of inclusive leadership on work engagement.**

Individual factors, such as psychological capital, might motivate employees to invest their positive energy at work (Alessandri et al., 2018). The psychological capital in the form of resilience, optimism, and self-confidence affects the quality of work life. The higher the psychological capital, the better the team communication and job satisfaction (Nafei, 2015). For this reason, the fifth hypothesis that can be proposed is **H5: The quality of work life mediates the effect of psychological capital on work engagement.**

The Moderating Role of Psychological Safety. The psychologically safe working conditions can strengthen the relationship between psychological capital, inclusive leadership, and the quality of work life. Feeling psychologically safe supports the creation of supportive working conditions and good relationships with superiors, which in turn supports the quality of work life. The presence of care and mutual respect for one another in the workplace reflects psychological safety (Adair et al., 2022). Psychological safety makes the employees feel more comfortable expressing their views and being recognized for their efforts by the organization/company (Elsaied, 2019). Inclusive leadership can be reflected in the freedom and openness of leaders to listen to the employees' views which makes them express opinions comfortably and without fear (Vakira et al., 2022). Further, inclusive leadership enables managers to interact with employees without discriminating against them and to treat them fairly (Zhao et al., 2022). A fair attitude that does not discriminate against the employees provides a positive experience for the employees and creates a safe and comfortable work environment as a form of quality of work life. Furthermore, inclusive leadership demonstrating fair behavior toward the employees will have a significant effect on the employees' quality of work life. This can be reinforced by the presence of psychological safety, which plays an important role in organizational dynamics by providing feelings of safety, being heard, and being appreciated (Akan et al., 2020). In addition, the millennial generation is a generation that values rewards and acknowledgment at work, a healthy work environment, and flexible communication, all of which symbolize psychological safety (Khairina, 2022). Therefore, the sixth hypothesis that can be proposed is **H6: Psychological safety strengthens the effect of inclusive leadership on the quality of work life.**

Individual resilience and individual capability to operate in a firm setting are determined by the four dimensions of psychological capital, including hope, efficacy, resilience, and optimism. This demonstrates that psychological capital is related to the quality of work life (Nguyen & Ngo, 2021). Individuals with psychological capital might be positive and have optimism for achievement, resulting in emotions of comfort with their work (Jurek & Niewiadomska, 2021). In the context of the millennial generation, who are concerned about psychological safety in the workplace, the relationship between psychological capital and the quality of work life can be strengthened by psychological safety, mental resilience, an optimistic attitude, self-confidence, and hope. If they are supported by feelings of safety and respect, it will encourage the millennials to have a good quality of work life. Thus, the seventh hypothesis that can be proposed is **H7: Psychological safety strengthens the effect of psychological capital on the quality of work life.**

Research Framework

This study developed a research framework based on the above explanation as follows:

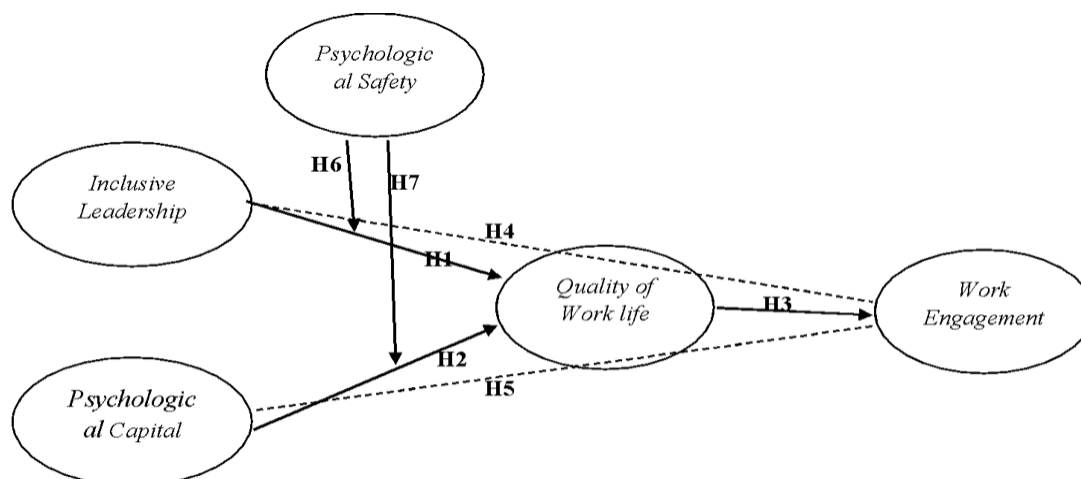


Figure 1. Research Framework

Source: Processed data (2023)

1.

METHOD

Research Design. This study was an explanatory study examining 7 hypotheses to explain the relationships between the variables. The variables used in this study consisted of 2 independent variables (psychological capital and inclusive leadership), 1 moderating variable (psychological safety), and 1 mediating variable (quality of work life).

Population and Sample. The population of this study was all millennial hospitality employees working in 3-5-star hotels in Yogyakarta city. A purposive sampling method was employed. Several criteria were determined: (1) the employees must be 20-39 years old; (2) the employees must have worked for at least 1 year. There was a total of 152 respondents participating in this study as the research sample.

Data Collection Technique and Instrument Development. A questionnaire was distributed to the respondents to collect the data. The work engagement constructs were adopted from the Utrecht Work Engagement Scale (UWES-9) (Schaufeli & Bakker, 2010). Further, 10 constructs of the quality of work life were adopted from Zaman and Ansari (2022). In addition, 11 constructs of inclusive leadership were adopted from Fang et al. (2019). Meanwhile, 7 constructs of psychological safety and 12 constructs of psychological capital were adopted from Edmonson (1999) and Dudasova et al. (2021), respectively. All items in the instrument had been developed following the context of the millennial generation. They were measured by a five-point Likert scale, where 1 represents "strongly disagree" and 5 represents "strongly agree". Before the distribution of the questionnaire, a preliminary test was conducted with approximately 30 respondents. Additionally, validity and reliability tests were also performed. The preliminary testing showed positive results in terms of their validity and reliability. Therefore, the research was continued with the full sample.

Data Analysis Techniques. The data was analyzed using PLS-SEM to evaluate the measurement model (outer model) and structural model (inner model). The outer model was tested for its convergent validity, discriminant validity, composite reliability (CR), average variance extracted (AVE), and Cronbach's alpha. Meanwhile, the inner model was tested for its R-squared, Q-squared, and F-squared values.

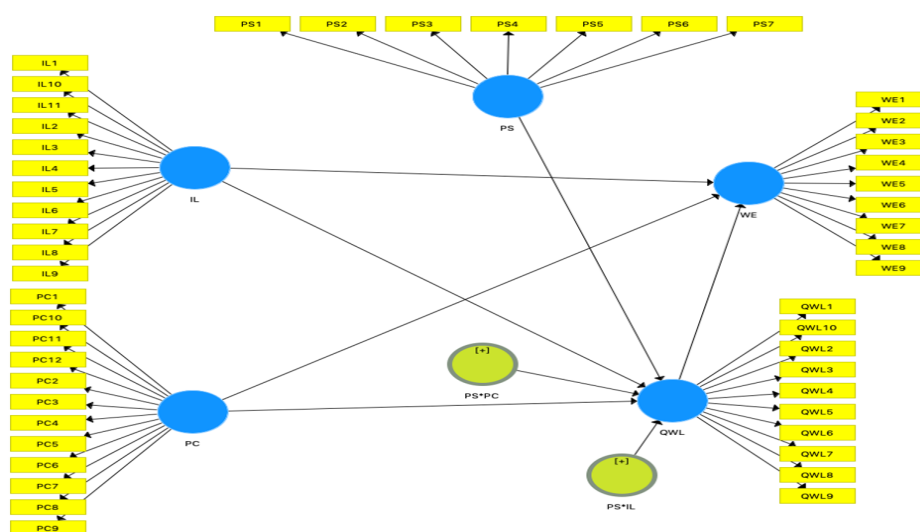


Figure 2. PLS-SEM Model
 Source: Processed data (2023)

Results

Respondent Profile

The following Table 1 presents the respondent profile as follows:

Table 1. Respondent Profile

Variable	Characteristics	Frequency	Percentage
Length of Work	1-3 years	95	62.5%
	4-6 years	41	26.97%
	6-9 years	16	10.53%
	Total	152	100%
Age	20-26 years old	72	47.37%
	27-33 years old	60	39.47%
	34-39 years old	20	13.16%
	Total	152	100%
Gender	Male	81	53.29%
	Female	71	46.71%
	Total	152	100%

Source: Processed data (2023)

The results show that the male respondents (53.29%) outnumber the female respondents (46.71). Most of them are 20-26 years old (47.37%), and only a few of them are 34-19 years old (13.16%). They also have worked in the hospitality sector for 1-3 years (62.5%), and even 6-9 years (10.53%).

Validity and Reliability Tests

The results of validity and reliability tests can be seen in the following Figure 3:

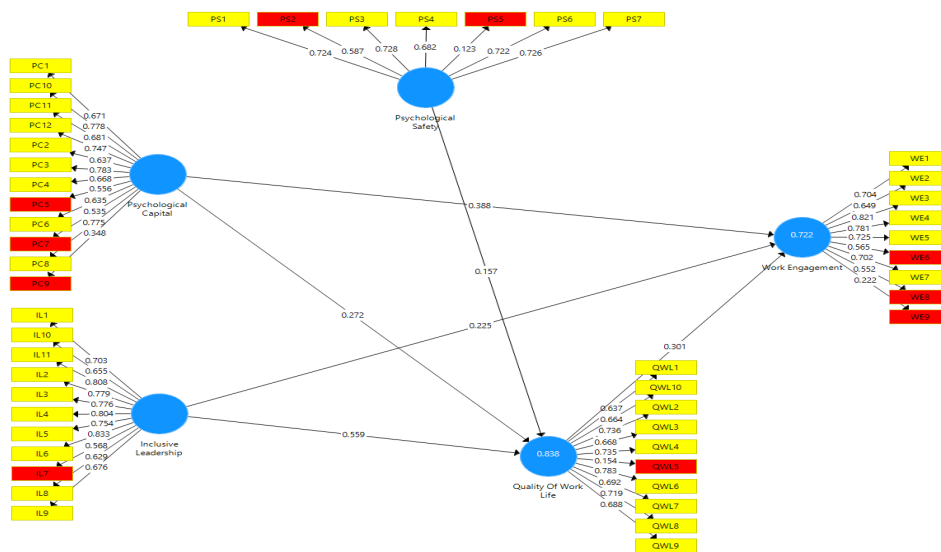


Figure 3. Result of Validity and Reliability Tests

Source: Processed data (2023)

Based on the convergent validity test results, several constructs with a loading factor value of < 0.6 were discovered, including IL7 (0.568), PC5 (0.556), PC7 (0.535), PC9 (0.348), QWL5 (0.154), WE6 (0.565), WE8 (0.552), WE9 (0.222), PS2 (0.587), and PS5 (0.123). Therefore, they had to be eliminated. The following are the results of construct reliability and validity tests after removing those constructs:

Table 2. Results of construct validity and reliability tests

	Cronbach's Alpha	rho_A	C.R.	AVE
Inclusive Leadership	0.911	0.916	0.927	0.560
Psychological Capital	0.881	0.885	0.904	0.514
Psychological Safety	0.773	0.774	0.846	0.524
Quality of Work Life	0.872	0.875	0.898	0.496
Work Engagement	0.839	0.845	0.882	0.556

Source: Processed data (2023)

With a Cronbach's alpha value of $0.773 - 0.911 > 0.7$ and a rho_A value of $0.774-0.916 > 0.6$, all constructs can be considered reliable and valid. Although there is one construct that has an AVE value of < 0.5 but its CR value is ≥ 0.6 , the convergent validity can still be considered valid (Atahau et al., 2023).

Hypothesis testing. The hypothesis could be supported empirically if the p-value is < 0.05 . The results of hypothesis testing using 500 bootstrapping subsamples are as follows:

Table 3. Results of Hypothesis Testing

	Original Sample	Mean	St. Dev.	T-Statistics	P-Value
Inclusive Leadership □ Quality of Work Life	0.498	0.480	0.066	7.599	0.000
Psychological Capital □ Quality of Work Life	0.266	0.269	0.056	4.764	0.000
Quality of Work-Life □ Work Engagement	0.361	0.360	0.104	3.484	0.001
Psychological Capital □ Quality of Work Life □ Work Engagement	0.096	0.097	0.036	2.651	0.008
Inclusive Leadership □ Quality of Work Life □ Work Engagement	0.180	0.173	0.056	3.215	0.001
Psychological Safety □ Inclusive Leadership □ Quality of Work Life	-0.022	-0.029	0.052	0.415	0.678
Psychological Safety □ Psychological Capital □ Quality of Work Life	-0.043	-0.034	0.067	0.631	0.528

Source: Processed data (2023)

The results show that **the first hypothesis can be supported empirically** ($p = 0.000 < 0.05$), implying that inclusive leadership has a significant effect on the quality of work life. Similarly, **the second hypothesis can be supported empirically** ($p = 0.000 < 0.05$), implying that psychological capital has a significant effect on the quality of work life. Further, **the third hypothesis can also be supported empirically** ($p = 0.001 < 0.05$), implying that the quality of work life has a significant effect on work engagement. In terms of mediating variable, the quality of work life can mediate the effect of inclusive leadership on the work engagement ($p = 0.001 < 0.05$) and the effect of psychological capital on the work engagement ($p = 0.008 < 0.05$), indicating that **the fourth and fifth hypotheses can be supported empirically**, respectively. However, in terms of the moderating variable, psychological safety fails to moderate nor strengthen the effect of inclusive leadership on the quality of work life ($p = 0.678 > 0.05$) and the effect of psychological capital on the quality of work life ($p = 0.528 > 0.05$). These indicate that **the sixth and seventh hypotheses cannot be supported empirically**. Results focus on the outcome of the research performed. Results express the outcome of the study. Statistical analysis represents the significance. Visual representation of the data using figures, tables, and graphs. Results must elaborate the exploration of the findings based on the collected information and scientific tools and also the exact findings of the research.

Discussion

The Inclusive Leadership Has a Significant Effect on the Quality of Work Life. The result of this study confirms that inclusive leadership has a significant effect on the quality of work life. This finding demonstrates that the most crucial aspect of inclusive leadership was a leader who was willing to accommodate any issues that might arise. From the perspective of optimal quality of work life, the presence of supportive and cooperative colleagues was paramount. This finding illustrates an explicit correlation between these variables. In light of this finding, it could be concluded that the millennials were such a generation that required a positive work environment, particularly colleague support. The leadership had a favorable effect on the employees' working conditions, and providing fair compensation improved their quality of work life (Dhingra, 2020; Asraf et al., 2024). Similarly, Secapramana (2019) stated that developing interactions with colleagues, superior-subordinate connections, and fair treatment was an implementation of the quality of work life, which was evident in inclusive leadership.

The Psychological Capital Has a Significant Effect on the Quality of Work Life. The result of this study reveals that psychological capital has a significant effect on the quality of work life. The psychological capital was associated to improving the quality of work life because it helped individuals survived, increased their performance, and even solved problems at work. This finding supports several previous studies (Kim et al., 2017; Nafei, 2015), which showed that psychological capital had a substantial influence on the quality of work life. The higher the psychological capital, the higher the quality of work life. Considering that this study was specifically conducted on the millennial generation – a generation that liked instant gratification and getting things right away – the presence of high psychological capital would improve the effort invested in work because the dimensions of resilience, optimism, hope, and self-confidence could help to face the challenges encountered at work (Allameh et al., 2018). According to Archianti (2017), the psychological capital of the millennials impacted creativity and innovation, which enabled individuals to find numerous options to address the challenges in the workplace.

The Quality of Work Life Has a Significant Effect on the Work Engagement. The result of this study indicates that the most important aspect of quality of work life was the working conditions and intra-group relations. Similarly, the most important aspect of work engagement was dedication, which could be defined as the feeling of pride in one's work. Therefore, it could be concluded that the millennial generation employees who worked in the 3-5-star hotels were proud of their work because of the quality of work environment conditions and the presence of supportive colleagues. This finding is consistent with several previous studies (Dewi et al., 2020; Eka et al., 2018; Sahni, 2017; Wahlberg et al., 2017), which consistently revealed that the quality of work-life had a significant effect on work engagement. Although an employee experienced conflicts at work, the presence of quality of work life kept them engaged in their work, indicating that the role of quality of work life on work engagement was significant (Abadi et al., 2020). The quality of work life in the form of facilities and benefits, team connections, superiors, development training, and working conditions had a major influence on work engagement and could be predictors of work engagement (Prodanova et al., 2018). In addition, another previous research indicated that the quality of work life had a positive and significant influence on work engagement and could be improved by providing a fair work environment (Lisabella et al., 2021).

The Mediating Role of Quality of Work Life. The result of this study finds that the quality of work life mediates the effect of inclusive leadership on work engagement ($p = 0.001 < 0.05$) and the effect of psychological capital on work engagement ($p = 0.008 < 0.05$). This finding is consistent with the need satisfaction theory approach, which explains that the quality of work life would support the fulfillment of employees' needs for safety, positive interpersonal interactions with colleagues and superiors, recognition, and work appreciation, resulting in the satisfaction that could encourage them to be engaged to the workplace (Lee et al., 2015). Additionally, this condition was also consistent with the characteristics of the millennial generation who were mostly in the productive age and valued a positive work environment, team support, relationships with superiors, and mutual respect and appreciation in the workplace as criteria for choosing a workplace.

The Ineffective Moderating Role of Psychological Safety. The result of this study shows that psychological safety fails to moderate nor strengthen the effect of inclusive leadership on the quality of work life ($p = 0.678 > 0.05$) and the effect of psychological capital on the quality of work life ($p = 0.528 > 0.05$). Psychological safety was the sense of safety that allowed the employees to contribute and create relationships at work – meeting their social needs. This study was conducted on the employees of 3-5-star hotels in Yogyakarta City. The hotels were selected based on their guaranteed security and provision of salaries that followed the work seen from the aspect of the highest score being in the aspect of working conditions and intra-group relations. Furthermore, the majority of respondents also assigned the highest score to the indicator of no deliberate underestimation of effort. This indicated that the respondents' colleagues were supportive. In other words, the social needs of millennial generation employees working in 3-5-star hotels in Yogyakarta city were met, which aligned with the needs most sought after by the millennial generation.

CONCLUSION

The results of this study conclude that the quality of work life plays a pivotal role in work engagement among the millennial generation employees. This study reveals that the most fulfilled aspects of work quality are working conditions and intra-group relations. Conversely, the highest aspect of work engagement is dedication, referring to the feelings of pride in one's work. This indicates that 3-5-star hotels in Yogyakarta city offer secure working environments with supportive and cooperative colleagues, which fosters a sense of pride in the employees' work. In general, the quality of work life of millennial generation employees in 3-5-star hotels in Yogyakarta city was considered high, including aspects such as training, salaries, and benefits. In addition, the quality of work life could also act as a mediator between inclusive leadership and work engagement, as well as between psychological capital and work engagement. Meanwhile, the highest aspect of psychological capital is hope, referring to the hope that positive outcomes will ensue in the future. This, in turn, is influenced by the quality of working conditions and intra-group relations, which in turn encourage the millennial generation employees to be engaged in the workplace. Moreover, the most salient aspect of inclusive leadership is failure tolerance, namely the presence of a supervisor who is accommodating of mistakes. This, in turn, encourages the millennial generation employees to feel engaged in the workplace when they have supportive colleagues.

Furthermore, this study provides two major theoretical implications. First, this study confirms that inclusive leadership has a positive impact on the quality of life. This particular finding complements the research result by Lisabella (2021) which found that transformational leadership had a significant impact on the quality of work life. Second, this study also enriches the model of millennial work engagement previously developed by Mulyati (2019) with meaningful work serving as a mediator. This comprehensive research model further supports the social exchange theory, which shows that organizational factors – such as inclusive leadership and quality of work life – influence employee engagement.

Meanwhile, practical implications of this study suggest that 3-5-star hotel management adopt the inclusive leadership style and strive for a high quality of work life for their employees to engage them at work. Future researches are also suggested to employ more variables and theoretical approaches from various perspectives to improve the research findings, such as using other moderating variables from individual aspects.

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