

THE ROLE OF QUALITY OF WORK LIFE AS MEDIATOR: PSYCHOLOGICAL CAPITAL AND WORK ENGAGEMENT

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Abstract

Purpose: This study realizing the importance of psychological capital on employee's as well as individual components, this study addresses to investigate the mediating role of quality of work-life in the relationship between psychological capital and work engagement.

Methodology: The data collected from 356 employees of multinational companies in Indonesia, with technique cluster sampling. There are three measuring instruments used in this study namely the Quality of Work Life Model by Walton, which consists of 35 items; Implicit Psychological Capital (IPCQ) 24 items by Harm and Luthan, and The Utrecht Work Engagement Scale (UWES) by Schaufeli and Bakker, which consists of 17 items. The analysis used mediation regression model no. 4 V3.0 PROCESS by Andrew F. Hayes.

Main Findings: The results of this study indicate the quality of work-life partially mediated the relationship between psychological capital and work engagement. Psychological capital has both direct and indirect impacts to work engagement and quality of work-life as mediators. The result found a positive relationship between psychological capital and work engagement, psychological capital, and quality of work-life, also work engagement and quality of work-life.

Applications: This study throws light on literature psychology, especially the industry and organization field. Also, as a torchlight in companies and employees to create and implement strategies and programs for the development of existing human resources. So that employees have the expected performance so that the goals of the company can achieve and employees feel involved in the company's development and generate feelings of confidence and sense of worth on his job. The results of this study also give some contributions to developing the existing body of knowledge, especially in positive psychology literature.

Novelty/Originality: The critical role of Quality of work-life as a mediator on the relationship between psychological capital and work engagement among employees in Developing Countries.

Keywords: *Quality of Work Life, Psychological Capital, Work Engagement, Positive Psychology, Developing Country.*

INTRODUCTION

These days without exception, many companies claim that they have found conclusive and compelling evidence that work engagement increases profitability through higher productivity, sales, customer satisfaction, and employee retention. The message for organizations is clear: increasing work engagement pays off. However, except for the Gallup Organization (Harter, Schmidt, & Hayes, 2002). Companies expect their workers to be able to maximize their potential and capabilities. It is undeniable that every human being has limitations, workers who have many limitations in doing their work and also to do their best work at all times. Mangkunegara & Octorend (2015) said employees are an important resource for the company to achieve the goal. Ratanjee & Emond (2013) argue that only 8% of Indonesian workers had work engagement, while 15% actively staged. Actively staged workers were not only unhappy at work, but workers were also disappointed because their needs were not met and decided to get out of the company, every day these workers have the potential to damage what their engaged colleagues are achieving. If private or state-owned businesses do not realize the importance of a good workplace for economic development and job creation, the Indonesian economy may lack skilled workers in the next few years (Ratanjee & Emond, 2013).

According to Gallup (2017), only 19% of workers in Southeast Asia (Cambodia, Indonesia, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam) are engaged. It means that 81% have no work engagement on workers, and surveys also show that 22% of working-age adults in Southeast Asia are full-time employees of a company, this result is lower than global, which is 32%.

The results of the 2017 Indonesia survey, the work engagement index involving 15,000 workers from 13 companies as respondents; it was found that work engagement is one of the factors that determine whether companies can facilitate business change (Syarizka, 2018). Another survey by Dale Carnegie (2017) linking work engagement in Millennials in six major cities, namely Jakarta, Surabaya, Bandung, Makassar, Balikpapan, and Medan. The survey showing that only 1 of 4 millennial generations were engaged, and 64% of them engaged ones will only last at least for the next year. In contrast, 60% of the millennial generation plans to resign if they feel disgusted (Anwar, 2017). Seppala and Moeller (2018) state engagement is the key because, as leaders or as workers, they must strive to have intelligent engagement, which leads to enthusiasm, motivation, and productivity, without having to cause burnout.

More than 80% of Indonesia's workforce is NOT engaged at work

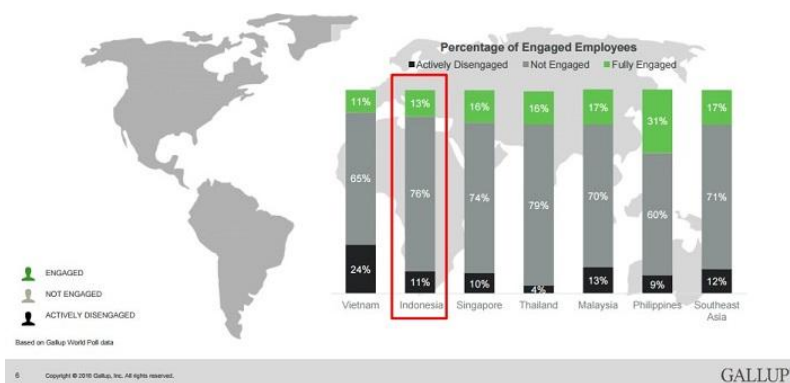


Figure 1: Percentage of engaged workers in Southeast Asia

Source: [Gallup Inc. \(2016\)](#)

Work engagement is a critical issue in achieving organizational effectiveness, where work engagement is the key to improve performance. Improving can happen because workers who have high work engagement will work more passionately, more energetically, and will exert more effort and do positive things. In the end, it will have a positive impact on the company ([Astuti, Mimba, and Ratnadi, 2016](#); [Widiasih, 2017](#); [Tripathi and Sharma, 2016](#); [Markos and Sridevi, 2010](#), [Osborne and Hammoud, 2017](#)). Marciano explained company would see worker productivity improvement, low turnover, increase efficiency in the company, fraud that occurred in low-level companies, increased customer satisfaction, reduced employee absenteeism, lower complaints of workers against companies, and workplace accidents if there is work engagement on workers ([Akbar, 2013](#)). Engagement is something when a company wants 100% of its employees to provide all domains such as productivity, creativity, and innovation ([Harter, Schmidt, and Hayes, 2002](#)). It can say that work engagement is an important thing that must be owned by a worker because work engagement significantly influences the work performance of workers ([Sriwidodo and Haryanto, 2010](#); [Piartrini, 2011](#); [Rachmawati, 2016](#); [Tahir, 2013](#)). [Salanova and Schaufeli \(2008\)](#) confirmed that work engagement fully mediates the impact of job resources on proactive behavior among technology employees in Spain and the telecom manager in the Netherlands.

Business leaders have realized the importance of work engagement by research conducted by the Deloitte Global Human Capital Trends in 2014, showing that 78% of business leaders assess that engagement is essential. Work engagement is currently one of the hot topics to be discussed between consulting companies and well-known business media ([Saks, 2006](#)). Work engagement has become a widespread and popular term ([Robinson, Perryman & Hayday, 2004](#)). [Wah \(1999\)](#) and [Sakovska \(2012\)](#) state that works engagement is one of the five challenges in human resource management, according to the results of a survey conducted on 665 chief executives in European countries in America, Japan, and several other countries.

Based on the phenomenon becomes a very interesting thing which saw the company urgently needed employees who have engagement. The good of the company and in psychological terms as it was one of them could be caused by a sense of attachment to the employee to his job, or better known as Work Engagement. The concept of engagement itself originated from [Kahn \(1990\)](#), which states that individuals who are engaged to work will be connected with their role in the work both physically, cognitively, or emotionally. Work Engagement can interpret as a positive state of mind where the condition satisfied with the job they have, which is base on vigor, dedication, and absorption ([Schaufeli, Salanova, Gonzalez-Roman, and Bakker, 2002](#)). Furthermore, [Schaufeli and Bakker \(2004\)](#) explain work engagement as individual positive thinking, which can be interpreted as thinking to solve every problem and all things related to work. Work engagement characterized by vigor as individual energy and mental endurance at work, vigor as individuals, participate in work, experience enthusiasm, and challenge at work; the last characteristic is absorption, which is the concentration of individuals in completing work and feeling happy in work.

[Bakker & Sanz-Vergel \(2013\)](#) states that employees can maintain their psychological well-being and handle pressure faced due to the interaction between the demands of work and personal resources. Both of them that is the key to work engagement. Another opinion explains that work engagement is a favorable condition, satisfactory, affective-motivation of welfare-related work can see as the antipode of Job Burnout. Therefore, Work Engagement is often associated with the satisfaction of employees of the company where they work, a long time work, up to the productivity of work ([Schaufeli & Bakker, 2010](#)). [Sonnentag \(2011\)](#) argued that important to conceptually distinguish between work engagement and burnout measure and to relate the vigor, dedication, and absorption conceptualization of work engagement to other engagement concepts.

Work Engagement itself created on the employee does not automatically but should be several factors that can create a Work Engagement on the employee. [Bakker & Demerouti \(2007\)](#) explain that there are three (3) factors that can create a Work Engagement yourself, an employee that Job Resources, Salience of Job Resources and Personal Resources. Job

resources where the individual is the social aspect stimulus to achieve the target of employment and to stimulate the growth of himself. The salience of Job Resources refers to how useful and essential resources owned by a particular job. Personal Resources refer to traits that are owned by the employee, such as age, personality traits, and others.

Apart from work engagement, another critical point to singled out by the company to maintain the performance of its employees remain well, have a good psychological condition to make the employee be able to provide the best performance it is better known as Psychological Capital. The previous research showed that work engagement and psychological capital has a positive correlation, and people who have good psychological capital are more likely to engage in their jobs ([Costantini, Paola, Ceschi, Sartori, Meneghini, and Fabio, 2017](#); [Sihag & Sarikwal, 2014](#); [Simons and Buitendach, 2013](#)). The same research was carried out by [Erbasi and Ozbek \(2016\)](#) it was found that the component of hope, durability, and optimism to be significant to predict work engagement, and self-sufficiency component was found not to affect work engagement statically. The research also found the durability component was seen to be the psychological capital component predicting the work engagement and the effect of psychological capital dimensions. On each dimension of work engagement, stated hope, durability, and optimism dimensions predict vigor dimension, aside from that self-efficacy, hope, durability, and optimism predict concentration dimension.

According to [Luthans and Youssef \(2004\)](#), Psychological Capital is the combination of the concept of self-efficacy, hope, optimism, and resilience, which will give a reasonable relationship to an organization. Psychological Capital itself refers to the positive assessment of the ability or the ability of a person to overcome obstacles with effort and perseverance. This assessment usually made through a self-assessment of one's current position on the four-dimensional character of hope, efficacy, resilience, and optimism ([Luthans, Youssef, & Avolio, 2007](#)). Hope defined as the belief that one can achieve one goal. Efficacy refers to the belief that one has the capabilities required to carry out the task successfully. Resilience refers to a tendency to engage in active and positive coping and the capacity to adapt in the face of obstacles. Optimism refers to making positive attributions about the events and the tendency to have positive expectations for future events. Although other potential constructs (e.g., Wisdom or Courage) proposed as an aspect of the character that can increase a person's psychological capacity to deal with the problem, and almost all PsyCap literature focuses exclusively on these four main dimensions ([Harms, Vanhove, & Luthans, 2017](#)).

To improve the good psychological condition of the employee and to create his excellent engagement between the employee and the employer, then the one thing that needs to consider is the working life of the employee, or more commonly referred to as the Quality Of Work Life. According to previous research conducted by [Nguyen and Nguyen \(2014\)](#) founded that psychological capital has both direct and indirect impacts mediated by the quality of work-life, job attractiveness, and job effort on job performance of marketers. [Robbins & Judge \(2017\)](#) stated that quality of work-life (QWL) as a process by which an organization responds to the needs of employees to develop a mechanism to allow them to be fully involved in making decisions that design their lives in the workplace. According to [Mirvis and Lawler \(Nanjundeswaraswamy and Swamy, 2013\)](#), QWL associated with satisfaction with wages, hours, and working conditions, QWL also describing the basis of a good QWL as safe work environment, equitable wages, equal opportunities of employment and advancement. [Khera \(2015\)](#) found that Quality Of Work Life leads towards a higher level of employee job satisfaction.

Improving the performance of employees Psychological Capital and Work Engagement of employees is very important. The company should be able to pursue it in order to achieve the objectives of the company can reach, and the employees there are in a state of good psychic to feel comfortable while working in the company. [Kim, Karatepe, Lee, Lee, Hur, and Xijing \(2017\)](#) found the Quality of Work Life intact can be positively increasing the relationship between Psychological capital and Job Outcomes, the Quality of Work Life can improve the Psychological relationship capital with other variables. The research was supported by other studies that examined among variables such as research conducted by [Mortazavi, Yazdi, and Amini \(2012\)](#), [Nguyen and Nguyen \(2011\)](#) Psychological Capital found to be variables that can lead to higher Quality Of Work Life employees. Then on research conducted by [Costantini, De Paola, Ceschi, and Sartori, Meneghini, and Di Fabio \(2017\)](#), [Erbasi and Ozbek \(2016\)](#), and [Sihag and Sarikwal \(2014\)](#) found Psychological Capital can also be a variable that increases employee Work Engagement. The results of the research study showed a correlation between these three variables because Psychological Capital variables can influence variables to the Quality Of Work Life and Work Engagement. Then the research done by [Gupta, Shaheen, and Das \(2018\)](#) Psychological Capital as a whole was found to be a definite increase in the relationship between Quality of Work Life and Work Engagement of employees.

Although this concept is essential, unfortunately, there are still few who research this concept in a developing country. Therefore based on the background of the problems described above and based on research studies in various countries, which stated that quality of work-life is effective in mediating psychological capital with several other variables such as job performance, job satisfaction, and job outcomes. However, researchers have not been able to find the role of quality of work-life in mediating the relationship between psychological capital and work engagement. Therefore, the researchers were interested in further to examine the critical role of Quality of Work Life as a mediator on the relationship between Psychological Capital and Work Engagement among employees in a developing country, especially Indonesian workers who have varied characters and cultures.

LITERATURE REVIEW

Work Engagement

[According to Bakker \(2011\)](#), Work Engagement is a condition where employees will feel that they get the welfare of the company. Besides that, employees who have Work Engagement will not have the desire to leave the company ([Schaufeli & Bakker, 2004](#)). Employees will make the best contribution if they already have a Work Engagement. In this case, employees like work and feel happy to be at the office to optimize every ability they have. Therefore, companies must treat employees very well so that they can work optimally and be able to provide the best results that are profitable.

[Scahufeli & Bakker \(2004\)](#) described that Work Engagement is a condition regarding positive and active thinking felt by employees towards work that has three dimensions, namely vigor, dedication, and absorption. First, Vigor is a spirit or mental strength possessed by employees, so they can work well without feeling tired and facing significant difficulties. Second, dedication is the involvement felt by employees towards their work, so they have a feeling of pride, enthusiasm, meaning, and inspiration. Third, absorption is a pleasant condition that is felt by employees towards their work, so that time feels fleeting, and it is difficult to leave the work done. These three dimensions show if employees feel engaged to work and voluntarily provide the best capabilities they have for profitable results for the company.

Work engagement is not created automatically by employees because several factors can create work engagement among employees. [Bakker and Demerouti \(2007\)](#) explain that three factors can create work engagement in an employee, namely job resources, the salience of job resources, and personal resources. Job resources are social aspects in which individuals are stimulated to achieve the target of work and stimulate their growth and development. Individuals own the salience of job resources. Personal resource refers to the characteristics of the employee, such as age and personality traits.

Psychological Capital

Psychological capital refers to a positive assessment of one's ability or ability to overcome obstacles with sustained effort and perseverance. According to [Luthan and Youssef \(2004\)](#), psychological capital is a structure consisting of a combination of the concept of self-efficacy, hope, optimism, and resilience that best meets the criteria for positive organizational behavior. Which is the dimension of the positive psychological organization, all components that constitute the best psychological capital meet the criteria positive organizational behavior that is positive, unique, measurable, can be developed and related to performance ([Yildiz, 2018](#)).

Psychological capital is done through self-assessment of one's current position on the four dimensions of character, such as hope, efficacy, resilience, and optimism ([Luthans, Youssef, & Avolio, 2007](#)). Hope defined as the belief that a person can achieve a goal. Efficacy refers to the belief that someone has the ability needed to carry out a task successfully. Resilience refers to the tendency to engage in active and positive coping and the capacity to adapt in the face of obstacles. Optimism refers to making positive attributions about events and the tendency to have positive expectations for future events.

Quality of Work Life

Quality of work-life, in general, can understand as an effort made by the company to respond to employees' needs to improve the quality of life of employees and provide a better work environment. [Robbins and Judge \(2017\)](#) define QWL as a process of how organizations respond to employee needs so that the employee has the opportunity to decide to design his life within the scope of work. Mirvis and Lawler ([In Khera, 2015](#)) suggest that the quality of work-life is associated with satisfaction with wages, working hours, and working conditions. Mirvis and Lawler ([In Khera, 2015](#)) also describe the essential elements of quality of work-life as a safe work environment, fair wages, opportunities, equal employment, and opportunities for career advancement.

[Walton \(1980\)](#) divides the components of quality of work-life into four main categories. According to him, the factors that affect the quality of work-life include the meaningfulness of a job, social relations, and organizational balance, work challenges. Klatt, Murdick and Schuster ([In Khera, 2015](#)) have identified eleven dimensions of quality of work-life, namely: salary, work stress, organizational health programs, alternative work schedules, participating in work management & control, recognition, superior-subordinate relationships, complaints procedures, adequacy of resources power, seniority & worthy of permanent promotion, and development & employment.

According to Walton ([In Nanjundeswaraswamy and Swamy, 2013](#)), there are eight dimensions for the measurement of quality of work-life, namely: (1). Adequate and fair compensation means employers or companies should give salaries to employees with a minimum range as same as the general standard. The salary enough to fulfill their daily basis and their basic needs of even more. If the salary compared to others in the same position, it should be the same or equal. (2). A safe and healthy environment, a safe and healthy environment will provide a healthier workplace to employees, including physically and mentality. (3). Development of human capacity, the human capacity development component shows the tendency of companies to provide a work environment that allows employees to get the opportunity to learn and gain autonomy. (4). Growth and security, characterized as several important factors relating to maintaining quality of work-life, are classified as job security, personal growth, and career advancement. (5). Social integration refers to a critical component related to how employees have a feeling of ownership of the company. (6). Constitutionalism refers to the rights that employees have and how those rights can protect employees. (7). Total life space, characterized as one of the

essential components of the quality of work-life of employees associated with employee spare time. (8). Social relevance refers to the attitude of corporate responsibility to maintain the quality of working conditions.

According to [Robbins and Judge \(2017\)](#), several factors can affect a person's Quality Of Work Life, namely: (1). Work itself; each job requires a specific skill following their respective fields. Delicate or not a job and someone's feeling and how expertise they are on their job, will increase or reduce job satisfaction, (2). The supervisor, a good supervisor, means he has the willingness to respect the work of his team (3). Workers, Factors related to between employees with their superiors and with other employees, with the same or different types of work, (4). Promotion, Factors related to the presence or absence of opportunities to gain career advancement during work, (5). Salary / Wage, Factors of fulfilling the needs of the life of employees who are considered appropriate or not.

Quality of Work Life and Psychological Capital

The relationship between psychological capital and quality of work-life has also been investigated in research with the title "The Role of Psychological Capital on Quality of Work Life and organizational performance." The study found the importance of increasing QWL and job performance in organizations such as hospitals, one of the most important factors that play a decisive role in PsyCap the human resources of the organization. Then, in this study, the researcher tries to test this assumption until it helps managers to invest in their organization's PsyCap and improve their employee's QWL and then performance. According to [Mirkamali & Thani \(2011\)](#), who explained that identifying factors related to the QWL faculty was very important because it had a positive and significant relationship with job satisfaction. Therefore, we can increase job satisfaction by changing and manipulating QWL factors, and thus moving towards organizational development ([Mortazavi, Yazdi, and Amini, 2012](#)).

In a study entitled "Psychological Capital, Quality of Work Life and Quality of Life of Marketers: Evidence from Vietnam" were conducted on 364 samples in Ho Chi Minh found that Psychological Capital has a positive relationship with two other variables namely Quality of Work Life and Job Performance ([Nguyen & Nguyen, 2011](#)).

In a study conducted by [Nafei \(2015\)](#) found that factors in Psychological Capital such as hope, optimism, resiliency, and self-efficacy have an excellent impact on the Quality of Work Life and Organizational Citizenship Behavior. In other words, the dimensions that exist in Psychological Capital have an impact, which is significant towards the Quality of Work Life and Organizational Citizenship Behavior. [Shabnambidarian, Parivashjafari, and Nadergholighourchian \(2015\)](#) also got a result that Psychological Capital has a strong relationship between the Quality Of Life and Psychological Capital.

Quality of Work Life and Work Engagement

[Kanten and Sadullah \(2012\)](#), in a study entitled "An empirical research on relationships Quality of Work Life and Work Engagement," found that there was a significant relationship between Quality of Work Work-Life and employee involvement. Where blue-collar and white-collar employees consider different aspects of the quality of their work lives; blue-collar and white-collar employees have different levels of work involvement. Although these findings are specific to the company where the study conducted, we believe that they are still important because they provide a perspective on the Quality Of Work Life for marble companies in Turkey. Other findings in research Quality of Work Life as a Predictor of Work Engagement among the Teaching Faculty at King Abdulaziz University found that all dimensions of quality of Work-Life positively correlated with Work Engagement of employees at King Abdul Aziz University. Other findings also found that two Quality of Work-Life factors (development of human capabilities and social relevance) were the most significant factors influencing employee Work Engagement at King Abdul Aziz University ([Alqarni, 2016](#)).

In research entitled "Quality Of Work Life and Engagement in an Envolving Hospitality Subsector: The Case Hostel," dedication as one of the work engagement dimensions can fully mediate the relationship between Quality Of Work Life and the voice intonation of hostel workers ([Lehtinen, 2013](#)).

The research conducted by [Gillet, Fouquereau, Colombat, & Mokoukolo \(2013\)](#) found that distributive justice and interactional justice fully mediated the relationship between transformational leadership and the Quality of Work Life of nurses, and Quality of Work-Life also positively related to their Work Engagement.

In a national study discussing Quality of Work Life with Work Engagement conducted by [Nurendra & Purnamasari \(2017\)](#) with the title "The Relationship Between Quality of Work Life and Work Attachment in Women Workers" also found that there is a relationship positive between the quality of work-life on work engagement with useful contribution to work engagement of women workers by 48.3%. The research also found no difference in work attachment between married women workers and those who have children ([Nurendra & Purnamasari, 2017](#)).

Psychological Capital and Work Engagement

In a research journal entitled "Work Engagement and Psychological Capital in the Italian public administration: A new resource-based intervention program" with research variables, namely Work Engagement and Psychological Capital, found that a positive relationship between constructs both before and after the intervention. The research shows that Psychological Capital has strong and generally rooted connections with Work Engagement, and people who have good

Psychological Capital are more likely to be engaged in their work ([Contantini, De Paola, Ceschi, Sartori, Meneghini, and Di Fabio, 2017](#)).

In another study entitled "The Effect of Psychological Capital on Work Engagement" with research variables namely Psychological Capital and Work Engagement, it was found that the combined value of durability, hope, optimism, from Psychological Capital can predict a person's Work Engagement very significantly, where if the level High expectations, and high endurance can increase one's work engagement as well ([Erbasi & Ozbek, 2016](#)).

[Sihag & Sarikwal \(2014\)](#) found a positive impact from Psychological Capital on the Employee Engagement of research employees. The results showed that employees with high levels of Psychological Capital showed high levels of Employee Engagement in the workplace in the IT industry. The study was titled "Impact of Psychological Capital on Employee Engagement: A Study of IT Professionals in Indian Context". A study entitled "Teacher Engagement and The Role of Psychological Capital" found that resource opportunities for development and PsyCap can predict Work Engagement among teachers in secondary education. This study also sees that work demands do not increase the relationship between PsyCap and Work Engagement ([Van Der Schoor, 2015](#)). Entitled "Prediction of job engagement of teachers based on psychological capital and psychological hardiness." Found that there were significant positive results between Psychological Capital and Hardiness and Job Engagement of the employees, and also found that 55% of the total Employment Management came from Psychological Capital and Hardiness ([Khaleghkhah, Babelan, & Karmianpour, 2017](#)).

In the public realm also conducted research on Psychological Capital and Work Engagement conducted by [Nugroho, Mujiasih, and Prihatsanti \(2013\)](#) with the research title "Relationship between Psychological Capital and Work Engagement on PT. Bank Mega Regional Area Semarang "with research variables Psychological Capital and Work Engagement, which found a positive correlation between Psychological Capital and Work Engagement where the higher the value of one's Psychological Capital, the higher the Work Engagement of the person.

In research on Psychological Capital and Work Engagement with the research title, "The Relationship Between Psychological Capital and Work Attachment To Nurses In Inpatient Installation of Mental Hospital Surabaya" with Psychological Capital and Work Engagement research variables found quite different results from previous research studies namely based on the results of the analysis of this research data obtained the correlation coefficient between the two variables is 0.235 with a significance level of 0.053. Then it can be concluded that there is no correlation between psychological capital and work attachment to nurses at the Inpatient Mental Hospital in Surabaya ([Indrianti & Hadi, 2012](#)). [Simons and Buitendach \(2013\)](#) conducted a study entitled "Psychological capital, work engagement and organizational commitment among call centers employees in South Africa" with research variables namely Psychological Capital, Work Engagement and Organizational Commitment found a significant positive relationship between Psychological Capital, Work Engagement and Organizational Commitment, and Work Engagement is a significant one in determining one's Organizational Commitment. Based on the research described above, it can conclude that the three variables in this study have a positive relationship with one another, and Quality of Work Life itself can also be a mediator variable that can improve the relationship between two different variables.

Quality of Work Life, Psychological Capital, dan Work Engagement

Previous research on Quality of Work Life as a mediator has been conducted, and this study was conducted under the title "Does hotel employees' quality of work-life mediate the effect of psychological capital on job outcomes?", And in that study the variable to be examined was Job Outcomes, Quality of Work Life and Psychological Capital where employees are satisfied with their working conditions will improve the individual's Psychological Capital condition, especially in the dimensions of self-efficacy and resilience so that the employee will be better at handling complaints from customers ([Karatepe and Talebzadeh, 2016](#)). Intensely few previous studies have investigated the relationship between Psychological Capital and Quality Of Work Life. For example, [Avey, Luthans, and Jensen \(2009\)](#) study found Psychological Capital as a negative predictor of stress at work. The results of this study broaden the findings of [Nguyen and Nguyen \(2012\)](#) that PsyCap has a positive relationship with Quality Of Work Life by providing insights into relationships at the level of Quality of Work Life dimensions. In the national realm, Quality of Work Life research as a mediating variable has also been conducted by Research conducted by [Sari \(2016\)](#) with the research title "The Role of Quality of Work Life (QWL) as Mediator in Psychological Capital Relationship (PsyCap) with Organizational Citizenship Behavior (OCB) In the Civil Servants (PNS) in the Regency of Buleleng "with research variables Quality of Work Life, Psychological Capital, and Organizational Citizenship Behavior found that the analysis of the data used is a causal step analysis and Sobel test significance test. The results obtained indicate that Quality of Work-Life cannot act as a mediator in the relationship of Psychological Capital with Organizational Citizenship Behavior.

RESEARCH FRAMEWORK

A good company is a company where employees have a high attachment to their work or in the world of psychology called Work Engagement, wherefrom several studies can be found that employees with high attachment to their work can provide maximum results to the company where the employee works, things This can occur if the supporting factors of Work Engagement are achieved, especially the Work Engagement supporting factors originating from the employees themselves

as in previous studies which show a positive relationship between Quality of Work Life which mediates the relationship between Psychological Capital and Work Engagement where the study shows empirical evidence for [Bakker and Demerouti \(2007\)](#) arguments that personal resources in the form of PsyCap can be positively related to the level of Work Engagement. It also validates the findings of [Xanthopoulou, Bakker, Demerouti, and Schaufeli \(2009\)](#) about the positive relationship between PsyCap and Work Engagement in the context of the Indian health care industry. From this research, it can seem that someone who has the right Psychological Capital can also have a positive impact on the Quality of Work Life to increase employee work engagement in the company.

Another thing that is also interesting is the level of Psychological Capital a person will have an influence on the Quality of Work of Life of the individual as according to [Hackman & Oldham \(1976\)](#) states that there is a need to meet the psychological development needs of employees because it is related to the quality of their work-life, and according to [Klatt, Murdick and Schuster \(1985\)](#) which explains the eleven dimensions of QWL, namely: salary, work stress, organizational health programs, alternative work schedules, participating in work management and control, recognition, supervisor-subordinate relations, complaints procedures, adequacy of resources, seniority and appropriate promotion and development and work permanently, viewed from the QWL dimensions itself, is very important for an employee where they are fulfilled with all the existing dimensions, the employee can feel his work will be more meaningful and valuable to himself, as in research conducted by [Mortazavi, Yazdi, and Amini \(2012\)](#). Achieving results that is the importance of improving QWL and job performance in organizations such as hospitals, one of the most critical factors that play a decisive role in PsyCap the human resources of the organization, so that if the company wants to maintain the Quality of Work Life of its employees one of the things to consider is the Psychological Capital factor of its employees because it will have a very positive impact on the employees.

The conclusion that can be drawn is that Work Engagement is crucial to be maintained by the company, so that employees can continue to provide maximum results according to or even exceed the targets set by the company, and in an effort to maintain or increase the Work Engagement of employees is to improve other factors of the Work Engagement, namely the Quality of Work Life and Psychological Capital of the employees where it is expected that if the two variables are already owned by employees with good quality, it will also increase the Work Engagement of employees to the company.

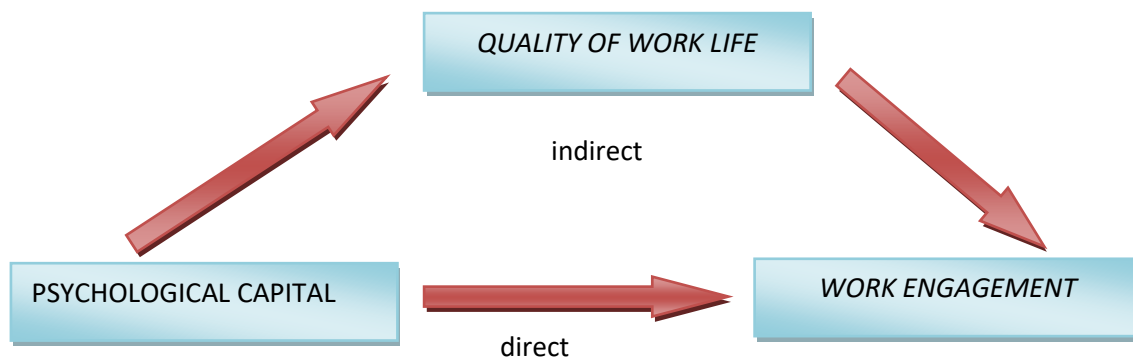


Figure 2: Research Framework

HYPOTHESES

- H1. *Quality Of Work Life* has a positive correlation with *Work Engagement*
- H2. *Quality Of Work Life* has a positive correlation with *psychological capital*
- H3. *Psychological Capital* has a positive correlation with *Work Engagement*
- H4. The role of *Quality Of Work Life* as a mediator on the correlation between *Psychological Capital* and *Work Engagement*

METHODOLOGY

Participants

In this study, respondents will be divided based on the demographic data obtained; further details are:

Table 1: Gender Frequency

		f	%	Cumulative Percent
Valid	Male	316	89	89
	Female	38	10	99
	Missing	2	1	100

Total	356	100
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Based on the table above, we can see that of the 356 respondents, there were 316 (89%) male respondents, and 38 female respondents (10%), then two respondents did not fill in the gender column (1%).

Table 2: Age

		f	%	Cumulative Percent
Valid	18-30 years old	165	46	46
	30-50 years old	169	47	93
	>50 years old	9	3	96
	Missing	13	4	100
Total		356	100.0	

From the table above, it can be seen that respondents with 18-30 years of age were 165 people (46%), then respondents with 30-50 years of age were 169 people (47%), respondents aged 50 years and over were 9 people (3%) then 13 respondents did not fill the age column (4%).

Table 3: Education

		f	%	Cumulative Percent
Valid	VHS	249	70	70
	Associate	44	12	82
	Bachelor	57	16	98
	Graduate	4	1	99
	Missing	2	1	100
Total		356	100.0	100.0

The table above shows, from 356 the number of respondents found 249 vocational High School (70%), 44 Associates (12%), 57 Bachelors (16%), 4 Graduates (1%), and there are two respondents who did not fill education column (1%).

Table 4: Working Period

		f	%	Cumulative Percent
Valid	< 5 Years	220	62	62
	5-10 Years	56	16	78
	> 10 Years	41	12	90
	Missing	39	10	100
Total		356	100	-

From the table above, it can be seen that out of 356 respondents, there are 220 people (62%) working less than 5 years, then there are 56 people (16%) with a working period of 5-10 years, 41 people (12%) with a period worked more than 10 years, and there were 39 people who did not fill in the work period (10%).

Design

In this study, to determine whether the variable Mediator quality of work-life has a role in the relationship between X1 (psychological capital) with a variable Y (work engagement) then the mediation regression analysis using SPSS for PROCESSv3.0 Procedure by Andrew F. Hayes. From this analysis obtained value model or the feasibility test F value, or the value of the regression coefficient t, the coefficient of determination, and the regression equation. This analysis also will produce the results of mediation through a single intervening variable M are quality of work life.

Instrument

Where in this study data were collected to make use of a questionnaire that has been carried out the process of back-forward translate to gauges used the process is carried out by two people who are fluent in English, wherein the process the material of the English is translated into Indonesian and then translated back into English. The scoring system on a scale of engagement work, quality of work-life, and psychological capital using Likert scale models. Work engagement using the Utrecht Work Engagement Scale(Uwes) where these items represent the dimensions of the Work Engagement vigor (VI, six items), dedication (DE, five items), and absorption (AB, item 6). At first, UWES consists of 24 items, but after psychometric evaluation, seven items are eliminated along with three measurement scale, leaving a 17 item (Schaufeli & Bakker, 2004). Then the quality of work-life this politician will use a scale of QWL of Walton (Walton's QWL model) consisting of 35 items of questions and eight dimensions. Recently psychological capital this study will be used Implicit Psychological Capital Questionnaire, IPCQ adapted from Luthans et al. IPCQ lists with three stories with eight questions

in every story related to the four dimensions, namely Self Efficacy, Optimism, Resiliency, and Hope. (Harms Krasikova, and Luthans, 2018).

ANALYSIS & RESULT

In addition to doing expert judgment researchers to test the validity of three stages, namely CFA (Confirmatory Factor Analysis), CFA is used to test hypotheses based on existing theories (Long, 1983). Results of the three assay CFA are, quality of work-life, psychological capital, and work engagement can be said to be useful in the absence of the question items is below the value of 0.3. The results of CFA from all three assays used are as follows: Results CFA of variable work engagement is for the value of RMSEA 0.70, GFI 0.911, PGFI 0.660, AGFI 0.877, and the value of X^2 : 238 255, then to the variable quality of work-life has a value of RMSEA 0.041, 0.872 GFI, PGFI 0.726, AGFI 0.847, and the value of X^2 : 747 944, next to the variables of psychological capital to the value of RMSEA 0084, GFI 0.921, 0.567 PGFI, AGFI 0.871, and the value of X^2 : 169 174. which means all the there measuring tool are validated to measure the construct in this study, The images from the CFA results from the three test tools used are as follows:

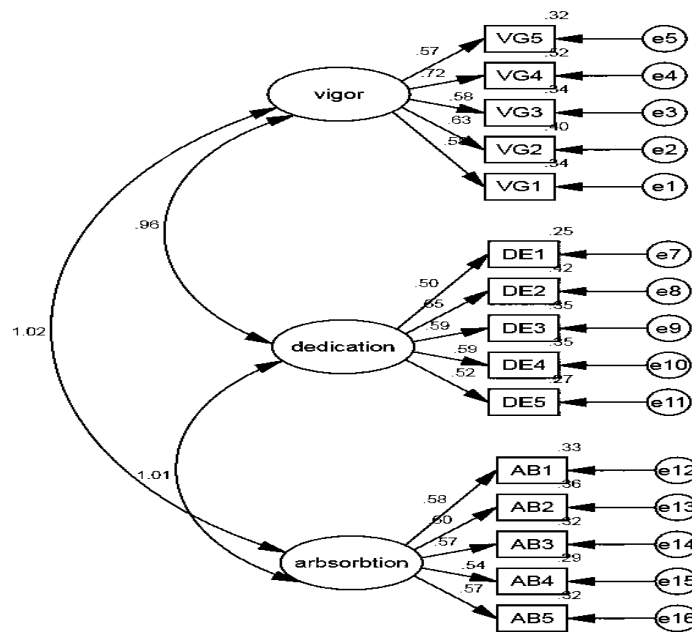


Figure 3: Work Engagement CFA Result

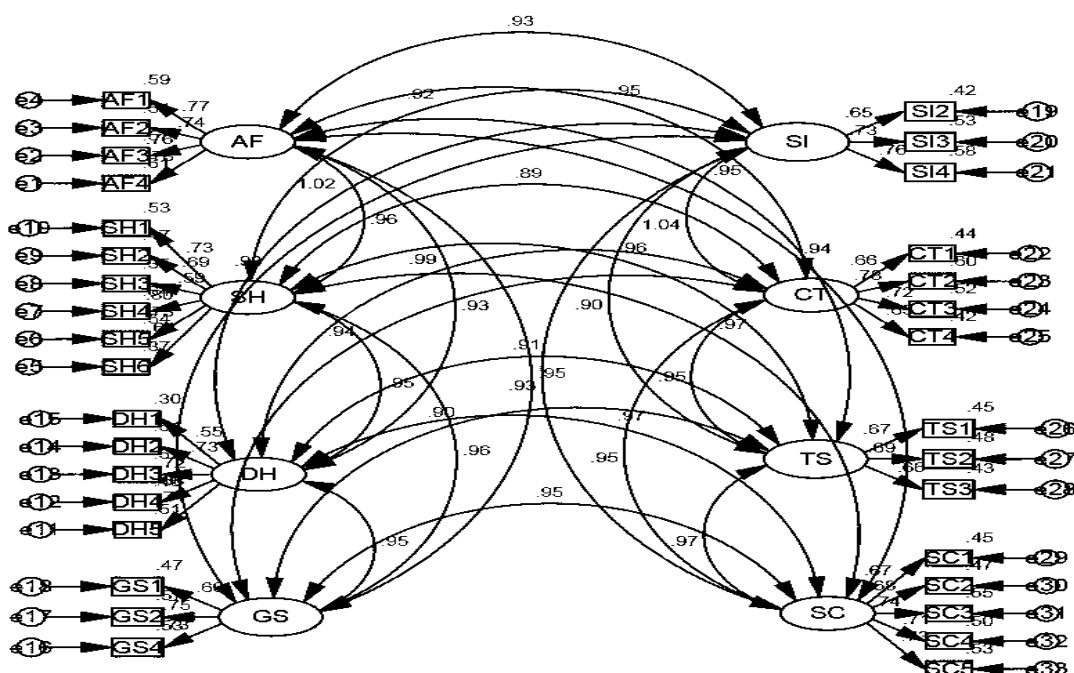


Figure 4: Quality of Work Life CFA Result

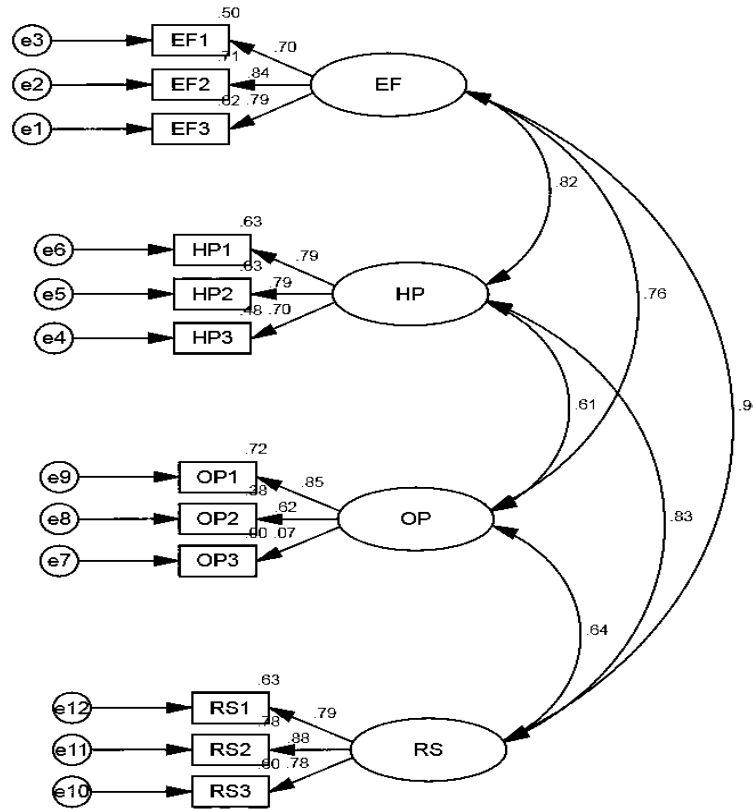


Figure 5: Psychological Capital CFA Result

Then the measuring tool in this study was also conducted tests of reliability with the value of each construct is as follows: Cronbach's Alpha measurement results on variable engagement work on previous research at 0.860, next to where the capital psychological variables in this study is the efficacy of 0.75, hope at 0.67, 0.68 resilience, and optimism of 0.82, the last is for variable quality of work-life in this study Adequate and fair compensation 0.82, Safe and healthy environment 0.77 0.75 Development of human capacities, Growth and security of 0.69, 0.59 Social integration, constitutionalism 0.77 0.66 The total living space and Social relevance 0, 81. Cronbach's Alpha value of the good is > 0.70, but in this study, there are several dimensions that its value does not reach the standard value, but because its value is not too far from the standard value measuring devices in this study is still considered reliable for measuring the construct on this research.

Descriptive Analysis

In order to be able to present the distribution of respondents' scores in this study and in order to be able to see the trends of the respondents, the categorization of respondents was carried out based on hypothetical values and empirical values. Categorization is done by means of hypothetical statistics from measuring instruments using the mean and standard deviation of the measuring instrument, and for empirical categorization derived from the average and standard deviation of empirical data, following hypothetical and empirical categorization of variable quality of work-life, psychological capital, and work engagement is summarized in the following table :

Table 5: Hypothetical Categorization and Empirical Three Measuring Instruments

Scale	Xmin		Xmax		Mean		SD		Katagori	Range		F		%	
	H	E	H	E	H	E	H	E		H	E	H	E	H	E
QWL	3	10	17	172	1	139.6	23.	14.80	L	35-82	106-122	0	44	0	12.
	5	6	5		0	1	3	9	A	83-128	123-152	83	24	23.	67.
					5				Hi	129-175	153-172	27	71	76.	19.
Psyca p	2	23	12	60	7	50.60	16	5.643	L	24-56	36-45	29	57	82	16
	4	6	0		2				A	57-88	46-56	64	23	18	66
									Hi	89-120	57-60	0	64	0	18

WE	1	40	68	68	4	57.22	8.5	5.344	L	17-34	40-53	0	96	0	27
	7				2				A	35-51	54-63	58	21	16.	59.
					.							3	3	8	
					5				Hi	52-68	64-68	29	47	83.	13.
												8	7	2	

Remarks: **QWL**= Quality of Work-Life; **Psycap**= Psychological Capital; **WE**= Work engagement; **H**= Hipotetic; **E**= Empiric; **SD**= Standard Deviation; **f**= frequency; **L**=Low; **A** =Average; **Hi**: High

Table 5 is the result of the categorization based on hypothetical or empirical norms. Specific explanations of each measuring instrument are as follows:

Quality of Work Life

Based on the categorization table above, it is known that the hypothetical SD value of Quality of Work Life is 23.3 greater than the practical value of 14.809. While the value of the hypothetical Mean is 105 greater than the empirical value of 139.6. Then the hypothetical value of Min is 35 values smaller than the empirical value of 106. Then for Max's hypothetical value of 175 and the value is higher than the empirical value of 172. The value then affects the range of hypothetical values, 35-82 as a low category, 83-128 as a medium category, and 129-175 as a high category. While the empirical range is 106-122 as a low category, 123-152 as a medium category, and 153-172 as a high category.

Based on a hypothetical value, there are 0 respondents or 0% who have Quality of Work Life with a low category, 83 respondents or 23.3% with a moderate category, and 273 respondents or 76.7% with a high category. Nevertheless, when compared to empirical values, differences were found, namely 44 respondents or 12.4% who had Quality of Work Life with a low category, 241 or 67.7% with a moderate category, and 71 respondents or 19.9% with a high category.

Psychological Capital

Based on the categorization table, it is known that the hypothetical SD value of Psychological Capital is 16 greater than the empirical value of 5.643. While the value of the hypothetical mean is 72 greater than the empirical value of 50.60. Then the hypothetical value of Min is 24 values smaller than the empirical value of 36. Furthermore, the hypothetical value of Max is 120, and the value is higher than the empirical value of 60. The value then affects the range value of hypothetical 24-56 as a low category, 57-88 as a medium category, and 89-120 as a high category. While the empirical range is 36-45 as a low category, 46-56 as a medium category, and 57-60 as a high category.

Based on the hypothetical value, there were 292 respondents or 82% who had Psychological Capital with a low category, 64 respondents or 18% with a moderate category, and 0 respondents or 0% with a high category. However, when compared with empirical values, differences were found, namely 57 respondents or 16% who had Psychological Capital with a low category, 235 or 66% with a moderate category, and 64 respondents or 18% with a high category.

Work Engagement

Based on the categorization table, it is known that the hypothetical SD value of Work Engagement is 8.5 greater than the empirical value of 5.344. While the value of the hypothetical Mean is 42.5 smaller than the empirical value of 57.22. Then the hypothetical value of Min is 17 values smaller than the empirical value of 40. Furthermore, the hypothetical value of Max is 68, and the value is the same as the empirical value of 68. The value then affects the range of hypothetical values 17-34 as a low category, 35-51 as a medium category, and 52-68 as a high category. While the empirical range is 40-53 as a low category, 54-63 as a medium category, and 64-68 as a high category.

Based on the hypothetical value, there are 0 respondents or 0% who have a Work Engagement with a low category, 58 respondents or 16.3% with a moderate category, and 298 respondents or 83.7% with a high category. However, when compared with empirical values, differences were found; namely, there were 96 respondents or 27% who had Work Engagement with a low category, 213 or 59.8% with a moderate category, and 47 respondents or 13.2% with a high category.

Analysis of the Interdimensional Correlation Matrix

Correlation matrix analysis is a statistical analysis that measures the level of relationships between more than one independent variable (X1, X2, X3 ..., Xn) and one dependent variable (Y). This analysis was conducted to test which variables were the most powerful and influential on the dimensions of the research variables, which in this study were dimensions of the quality of work-life variables and the variable dimensions of psychological capital on the dimensions of work engagement. Correlation testing uses the Pearson correlation method as can be seen in Table 6.

The results of the correlation between dimensions in the table above show that the dimensions of the highest quality of work-life (X1) variable are growth and security (X1.4) with psychological capital (X2) variables in the optimism dimension with a correlation coefficient of 0.260 ($p < 0.01$) Based on the results of these data it can be concluded that a sense of growth and security will be manifested by the attitude of employees who are always optimistic in carrying out their duties and obligations.

Furthermore, the quality of work-life (X1) variable with the dimension of constitutionalism that has a relationship with the work engagement variable (Y) is on the dimension of dedication with a correlation coefficient of 0.349 ($p < 0.01$). When viewed from the results, it can be concluded that the fulfillment of the rights possessed by employees will manifest with well-dedicated employees. Then the psychological capital (X2) variable with the dimension of optimism has a relationship with the work engagement variable (Y) on the dimension of dedication with a correlation coefficient value of 0.281 ($p < 0.01$) and it can be concluded that the sense of belief in success in the present and the future is manifested by giving contribute significantly to his work.

Mediation Regression Analysis

Table 7: Results of Analysis of Mediation

Antecedent	Consequent								
	T	M (QWL)			WE			P	
		Coeff.	SE	P	Coeff.	SE	P		
X (Psyscap)	A	11.4498	1.3662	0.1193	<0:01	c'	0.1570	0520	<0:01
M (QWL)		11.6047	----	----	----	b	0.1312	0198	<0:01
Constant	iM		70.5104	6.0760	<0:01	IY	30.9347	2.6586	<0:01
			R2 = 0.2702				R2 = 0.2227		
			F (1,354) = 131.0970, p <0:01				F (2,353) = 50.5621, p <0:01		

The coefficient of determination explains the variations influence the independent variable on the dependent variable. The coefficient of determination r^2 obtained by looking at the output or Adjusted R-Square, with the mediation analysis stage, was done by estimating the path a, b, c', and ab. Lines a and b is the path effects (direct) and indirect (indirect), while the path c' is the path effects (direct), the following is estimated at mediation model described in the following diagram:

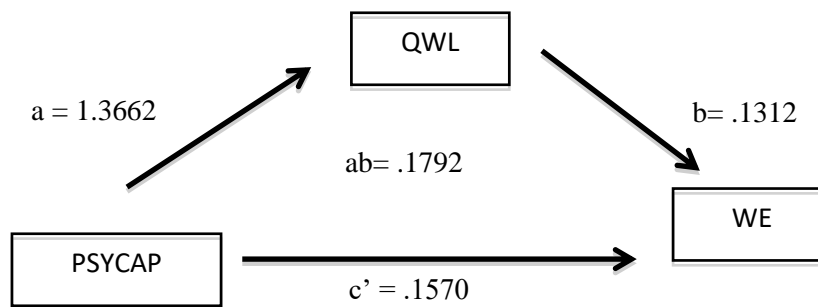


Figure 6: Model of Mediation

In the diagram above can be seen that a direct connection (c') between psychological capital with work engagement is at 0.1570 ($p < 0.01$) with a value of $R = 0.3440$ and $R^2 = 0.1260$, which means it affects the psychological capital work engagement by 12.60%, and based on these results it can be seen that a person with a high psychological then it will have a high engagement work as well, and vice versa someone with low psychological capital it will have a low value of work engagement as well.

Furthermore, from the above diagram may know that quality of work-life in this study serves as a partial mediator of the relationship of psychological capital and work engagement, where a direct relationship between these two variables is equal to 0.1570 but the value will increase if psychological capital in advance through the quality of work-life prior to engagement work to the value of indirect effect (ab) is 0.1792 and its Sobel value is 5.6788 ($p < 0.01$). It shows 'There is a quality of work-life role as a mediator in the relationship between psychological capital with work engagement,' which means that hypothesis 4 (H4) in this study received.

Then be aware that psychological capital also had a positive relationship to quality of work-life with the value of relations between the two variables (a) is at 1.3662 with a value of $R = 0.5199$ and $R^2 = 0.2702$ which means that psychological capital affects the quality of work-life by 27.02%. These results indicate that a person's premises' psychological value of high capital will have a value of quality of work-life are high as well, as did his reversory someone with the low capital psychological value it will have a value of quality of work-life are low as well.

Furthermore, the direct relationship between the quality of work-life and work engagement is also a positive relationship where the value is found to be the value of (b) is at 0.1312 with a value of $R = 0.4719$ and $R^2 = 0.2227$ which means the quality of work-life affects work engagement 22.27% and based on these results it can be seen that a person with a value of quality of work-life is high, it will find the value of work engagement as well, and vice versa someone with a value of quality of work-life that is lower then the value of his work engagement will be low too.

Independent T-Test

This test was conducted to determine whether there were differences in study variables based on the gender of the

respondents. From the results of the independent t-test conducted in this study, the F value was 2.867 ($t = 5.966$; $p > 0.05$) in the variable quality of the work-life test. Whereas for psychological capital variables obtained F value of 0.099 ($t = 3.638$; $p > 0.05$), which shows that in the two variables of this study, the quality of work-life and psychological capital, there were no differences based on the sex of the study respondents. This shows that both men and women have the same quality of work-life and psychological capital. Another thing with the work engagement variable was the F value of 3.932 ($t = 5.399$; $p < 0.05$), which showed a difference in the value of work engagement between men and women.

DISCUSSION

In this study, the results found that the value of the relationship between psychological capital with work engagement can be increased if the relationship between these two variables must first be mediated by the quality of work life. In this study showed that the quality of work-life as a partial mediator, it is indicated with a value of 0.1792 and 5.6788 Sobel values ($p < 0.01$), the findings in this study also matched with previous studies where the quality of work-life can be a good mediator, as research conducted by [Kim, Karatepe, Lee, Lee, Hur, and Xijing \(2017\)](#) wherein the study found that the quality of work-life can be a partial mediator relationship between psychological capital with job outcomes, and in another study also showed a positive relationship between psychological capital has a positive relationship with the quality of work-life, where the higher psychological capital owned by a person, the higher the level of quality of work-life of the person, and vice versa the lower the person's level of psychological capital also the lower the level of quality of work-life of the person. It is also consistent with previous studies ever conducted by [Nguyen and Nguyen \(2011\)](#), this study shows that show a positive relationship between psychological capital with work engagement with the value $c' = 0.1570$ ($p < 0.01$). Therefore, it can be shown that psychological capital is one of the factors that can increase a person's work engagement.

This study shows that there is a positive relationship between psychological capital and work engagement with a value of $c' = 0.1570$ ($p < 0.01$). This is consistent with previous studies that psychological capital plays an active and dynamic role in increasing the level of work engagement. Increasing employees' resources not only increases their ability to handle job demands more efficiently but also contributes to favorable conditions, such as workplace involvement. Indeed, increasing work engagement through improvements made to individual psychological capital is a unique contribution to our systematic intervention, which was successfully carried out in terms of stated intervention goals ([Constatini, De Paola, Sartori, Meneghini, and Di Fabio, 2017](#)). [Yildiz \(2018\)](#) also found that psychological capital positively affects organizational commitment among white and blue-collar employees in this psychological research capital and its components that focus on the positive aspects of employees and are directed towards the aspects in effect on the performance of employees and organizations.

From several dimensions on the variables studied also showed a reasonably high matrix value such as the dimension of the highest quality of work-life variable is growth and security with psychological capital variables is on the dimension of optimism with a choral coefficient value of 0.260 (having a relationship with the "low" category) This can occur because the dimensions of Optimism are often associated with the process of cognitive expectations by making positive attributions about success now and in the future ([Youssef & Luthans, 2007](#)) so that when someone has a positive value on the dimensions of growth and security which means the individual has feelings which are suitable for job security, personal growth, and career advancement (Walton, in [Fernandes, Martins, Caixeta, Costa Filho, Braga and Antonialli, 2017](#)), then the individual will have a good feeling of optimism for the work he is doing.

Then the quality of work-life variable with the dimension of constitutionalism has a relationship with the work engagement variable in the dedication dimension with a correlation coefficient of 0.045 (having a relationship with the "moderate" category). Where the dimension of constitutionalism has an understanding of how employees have a relationship that the rights they get can support themselves (Walton, in [Fernandes, Martins, Caixeta, Costa Filho, Braga and Antonialli, 2017](#)), and if this is related to the dimension of dedication to work engagement variables that have an understanding of willingness to contribute to completing work ([Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002](#)), then this will relate to where a person who has felt his rights is well protected then that individual will contribute maximally to his work.

Furthermore, the psychological capital variable with the dimension of optimism has a relationship with the variable work engagement on the dimension of dedication with a correlation coefficient of 0.281 (having a relationship with the "low" category) where the dimensions of Optimism are often associated with cognitive processing expectations by making positive attribution about success now and in the future ([Luthans & Youssef, 2007](#)) and if associated with the dimension of dedication from work engagement variables that have an understanding that has an understanding of willingness to contribute to completing work ([Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002](#)), so that if both this dimension will show the relationship where someone who has a high sense of optimism will give good dedication to the company so that the goal can be achieved properly.

Demographic factors that influence work engagement in respondents in this study are gender, age, education, position. This is based on [Schaufeli \(Bakker and Demerouti, 2007\)](#), something that can affect one's work engagement is personal resources where age and education are apart. On the results of the Independent T-Test it can be seen that there are differences in values based on the gender of the respondent, this can occur because the Indonesian culture where men play the head of the family who plays a significant role in earning a living while women are not like that higher to employees who are male compared to female, this is also in accordance with the research of [Schaufeli and Bakker \(2003\)](#), who

suggested that gender differences can affect a person's work engagement, where male employees will have a tendency towards vigorous values and higher dedication than female employees.

CONCLUSION

Based on the result above research, it can be concluded that the Quality of work-life is found as a partial mediator between the relationship of psychological capital and work engagement. This can be shown when work engagement is increasing if psychological passes the quality of work-life first.

LIMITATION

In this research is still far from perfect because it still has many limitations in some respects, among its validity and reliability they need to be returned if the measuring instrument to be used on the respondents in other companies, this is due to differences in each company's policies and rules that may affect employees in which each company is different from one another. Respondent is employees of the largest car assembly in Indonesia, therefore if there are other researchers interested in studying the same variables high hopes to be in strictness of respondents in different fields of business or government environment in order to obtain the research results are more varied.

IMPLICATION

This research is useful to contribute to the development of scientific research in the field of psychology, especially the psychology industry and organization, in creating and implementing strategies and programs for the development of existing human resources to improve employee performance and increase their self-confidence.

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Table 6: Results of Interdimensional Matrix Analysis

Matrix Correlations

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1.AF	1														
2.CT	.724**	1													
3.DH	.747**	.732**	1												
4.GS	.709**	.633**	.717**	1											
5.SR	.760**	.731**	.750**	.700**	1										
6.SH	.757**	.693**	.754**	.716**	.784**	1									
7.SI	.611**	.711**	.740**	.613**	.656**	.693**	1								
8.TS	.673**	.625**	.667**	.594**	.669**	.676**	.577**	1							
9. SE	.154**	.177**	.156**	.145**	.130**	.179**	.172**	.129**	1						
10.Ho	.183**	.122**	.112**	.113**	.131**	.145**	.114**	.112**	.673**	1					
11.Op	.208**	.239**	.226**	.260**	.242**	.251**	.244**	.235**	.561**	.423**	1				
12.Re	.161**	.165**	.106**	.131**	.132**	.158**	.147**	.157**	.777**	.693**	.438**	1			
13.Vi	.232**	.194**	.226**	.254**	.216**	.251**	.201**	.204**	.007	-.014	.143**	.000	1		
14.De	.368**	.349**	.401**	.418**	.411**	.445**	.391**	.323**	.068	.010	.281**	-.001	.525*	1	
15.Ab	.267**	.264**	.360**	.403**	.321**	.354**	.322**	.284**	.029	-.026	.225**	.018	.663*	.660**	1

Remarks: ** Correlation is significant at the 0.01 level (2-tailed); * Correlation is significant at the 0.05 level (2-tailed); AF= Adequate & fair compensation; CT= Constitutionalism; DH= Development of human capacity; GS= Growth & security; SR= Social relevance; SH= Safe & healthy environment; SI= Social Integration; TS= Total life space; SE= Self efficacy; Ho= Hope; Op=Optimism; Re=Resilience; Vi=Vigor; De= Dedication; Ab= Absorption