

Effect of team cohesion on employee engagement among the millennials in Malaysia

ABSTRACT

The study aims to examine team cohesion as a mediator in determining employee engagement among the Millennials in the Malaysian context. This paper includes a few factors based on the social exchange theory, which highlights the reciprocity of what is contributed will be complemented to the provider that is the organization. A cross-sectional survey design is used for the study featuring a self-administrated questionnaire. This study uses the quantitative method and the cluster sampling technique has been used to draw the sample. Data is collected from 205 respondents and the data is analysed using SPSS and Smart PLS software. The findings disclose that feedback, goal setting, rewards and recognition, supervisor-subordinate relationships have a positive significant effect on team cohesion, and team cohesion mediates the relationship between feedback, goal setting and supervisor-subordinate relationship with employee engagement. This research adds to the current body of literature based on social exchange theory in looking into the effect of team cohesion as a mediator to enhance engagement of the Millennial in the Malaysian context.

Keyword: Employee engagement; Malaysian millennials; Social exchange theory; Team cohesion