

QUALITY OF WORK LIFE AND EMPLOYEE ENGAGEMENT

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Abstract:

Purpose/aim: *The aim of the descriptive research study was to know the impact of job dimensions and HR interventions on Quality of work life followed by the impact of quality of work life on employee engagement. There are some three different variables which influence on employee engagement like (control, independent and dependent) variables.*

Research Method/Instrument:- *structured closed ended questionnaire has been Used to collect the data from respondents of various cement companies . Applied both primary and secondary data to analyses the data in different aspects. Researcher has taken 506 sample size from two different stratum(Middle and upper). Stratified random sampling technique has been used. The validity of the questionnaire verified through pilot study. Conducted cronbach's alpha reliability test (>.70) which is good. The Job and HR interventions are positively relating to employee engagement quality of work life..*

Keywords:

Employee engagement, quality of work life, HR interventions, Job Interventions, etc.,

Introduction:

In present scenario employee attitude has been changing day by day because of diversification, globalization, advancement in technology. So dynamic business environment should be existed in every organizations to be succed. In this era, competitive advantage can be provided by the human resource of organization. Every organization need to get engaged employees to improve their productivity . To increase performance of the company organizations are responsible to give support to employees at work place. there is always demand for humanized job which is Satisfying employee's needs and their higher skills are make them as better employees, spouse and parent. This demand for redesigning has come to be known as Quality of Work Life, which embraces significant aspects of work including the good work environment, adequate compensation for work, flexible hours for work, scope of higher career, benefits, welfare services etc. There is a strong need to replace the traditional job design with more enriched job designs which provide flexibility to the employees.

The significance of QWL has been comprehended in various studies (Martel & Dupuis, 2006; Sahni, 2017). There is significant relationship between job satisfaction and quality of work life (Koonmee et al., 2010; Noor & Abdullah 2012). The human resources of any organization are crucial to achieve the goals and therefore, human resource policies and practices must have a strategic approach (Allui & Sahni, 2016).. Similarly, Drobnic et al., (2010) propose that employees who have secure jobs would feel comfortable at the work place having a positive impact on their quality of life. Low quality of work life may affect the quality of services and employee engagement as a whole. Therefore, Quality of work life may be considered as an umbrella term including job satisfaction, working conditions, work life balance, stress management at work, opportunity for continuous growth, social integration, organizational culture and communication. Considering the different industries, cement industry is one of the fastest growing and dynamic industries, which is studied to be demanding and stressful for employees due to the lengthy working hours. The cement industry is facing a transformation in the technology, so it is challenge to employees complete the work very fast , effectively and efficiently. To improve the quality of work life of employees every organization must be more cautious and proactive, which could help employees adapt to the changes quickly and can concentrate work. Another important aspect in the workplace is employee engagement, which contributes positive outcomes, and also leads desirable workplace behavior. Researchers have explored the outcome of increased employee engagement like higher productivity, performance (Saks, 2006; Christian et al., 2011; Bailey et al., 2017; Bakker & Albrecht, 2018). As a predictor of employee engagement, past studies have tested job characteristics, perceived organizational support, procedural and distributive

justice. However, no study so far has linked quality of work life with the employee engagement in cement industry. Moreover, literature on QWL in the context of cement industry rayalaseema region is limited because several studies are commonly related with employee commitment, organization commitment, job satisfaction, turn over intention to quit , it is not clear how quality of work life of employees influences their engagement levels. Therefore, the role of quality of work life as an antecedent to employee engagement. Against this backdrop, the present empirical study explores the complex relationship between the two constructs; quality of work life, employee engagement.

Review of Literature:

This study attempted to find out the factors that have an impact and influence on quality of work life of employees in private limited companies of Coimbatore. Quality of work life leads employee better performance, efficiency of labor is major aspect of organization success The organization promote of quality of work life in the employees[1].

According to this study Walton model is suitable to study quality of work life and it is applied to people with low schooling level. Reliable results will be obtained without changing criteria.[2]

This study focus on quality of work life affected by various factors at fulfillment in Nigerian breweries Plc. Employee attitude , working environment opportunities for growth and advancement, nature of work stress job challenges, development and career potentials are affected quality of work life.[3]

This study examined that whether marital status influence on work life balance so organization can assume and enforce proper motivational policies, Researcher proved that four categories of employees included in the research don't have significant level of work life balance new insights judgments into the relationship between marital status and work life balance are provided.[4]

This study investigates that there is no significant relation of income ,experience designation and tenure of employment on Quality of work life. Finds shows that more than half of the respondents felt high level quality work life and its dimensions are like proactive, human relations, learning organization and work life balance.[5]

According to this study quality of work life has strong relation with organizational performance and also revealed that quality of work life positively influence the employees job satisfaction, employee job satisfaction has positive relationship with organizational performance. This study recommend that quality of work life practice in Dhaka export processing zone beneficial for the entrepreneur management as well as buyer point of view according to high performance of work and high satisfaction for worker also.[6]

This study examined that how demographic characteristics impact quality of work life on IT staff and measured the level of Quality of work life. There is no significant relation between gender and quality of work life but age , income and work experience positively related with Quality of work life.[7]

This study investigates the impact of quality of work life on job satisfaction and organization performance. Company health and safety policy worker free lunch , transport facility maternal leave with salary for female workers , providing job related training, availability of leave, family life, leaving accommodation by employers, living in own hire house and healthy and hygiene leaving accommodations are variables of Quality of work life. there is

significant influence of quality of work life on organization performance and also revealed that quality of work life is positively related to employees job satisfaction, employee job satisfaction is positively related to organizational performance. So there is strong connection between quality of work life and employee job satisfaction and eventually organizational performance.[8]

This study examined that quality of work life and the role. Quality of work life leads the better productivity and performance of an organization. Proper quality of work life practices in organization positively influence on employee performance and over all organization performance. Adequate salary, suitable working time, occupational health care are considered as components of quality of work life. Better quality of work life leads to motivation, satisfaction increases production and performance. outcomes are reducing absenteeism, stress and distractions.[9]

This study discussed the meaning of Quality of work life analysis, dimensions life, techniques for improving, practices , judgment methods of quality of work in an organization. The dimensions are include health and well being job security, job satisfaction, competence development and the balance between work and non work life[10].

According to this study , the findings shows that the relationship between Employee Engagement and Perceived Organizational Support. The influence of Intrinsic and Extrinsic Rewards, Job Characteristics, Perceptions of Procedural Justice, Perceived Supervisor Support, Perceptions of Distributive Justice on Employee Engagement is also confirmed. [11]

This study examined the relationship between the two measurements of employee engagement (job engagement and organizational engagement) and organizational commitment measured by three key measurements which are: affective (emotional) commitment; continuance (maintenance) commitment; and normative commitment, that is in the context of Jordanian banking sector. Results show that frontline employees have high job engagement and organizational engagement will have high level of affective commitment and normative commitment. On the other hand, high level employees' job engagement can meaningfully affect employees' continuance commitment. [12]

Objectives of the Study:

- ▶ *To study the list of QWL practices in the cement industry*
- ▶ *To study the influence of job dimensions on QWL of cement company's employees*
- ▶ *To investigate the role of HR interventions towards enhancing the QWL of cement company's employees*
- ▶ *To confirm employee engagement as on the effect of perceived degree of QWL of employees*

Hypotheses:

- *H_{0a}: There is no significant relationship between employee engagement with respect to age//educational qualification of the respondents.*
- *H_{0b}: There is no significant relationship between quality of work life with respect to age//educational qualification of the respondents.*

Need/Importance of the Study:

Engaging employees is one of the top five most crucial ultimatums for management, according to a survey of 656 chief executive officers (CEOs) from countries around the world (Wah 1999). In recent years Employee engagement has become a hot topic among companies. However, employee engagement has rarely been studied in the academic literature. In the contemporary world there is a huge need to conduct the study in the area of employee engagement with respect to quality

of work life. The employee engagement which rap on productivity of the organization. In fact, the quality of service and output is depends up on the employee engagement.

Research Methodology:

Researcher has taken the advantage of both primary and secondary data sources. The primary data sources can be through first hand information and secondary data sources through already published data. The researcher has taken 506 sample sample size on the basis of stratified random sampling from two different stratum. They are middle level and lower level.

One way ANOVA has been used to test hypotheses. The sampling frame consist of selected cement manufacturing units and with two different levels of employees in the organization which consists of middle and top level management. The data has followed the normal distribution. It is neither positively and negatively squad. The floated values in between (-3 to +3) sigma values which explains data is being followed the normal distribution. The reliability of the data will be tested through cornerback's alpha reliability test, which explains above (>.70).

Data Analysis and Interpretation:

Table.1: Gender of the Respondents

Code	Opinion	Frequency	Percent	Valid Percent	Cumulative Percent
1	Male	440	87.0	87.0	87.0
2	Female	66	13.0	13.0	100.0
Total		506	100.0	100.0	

Source: Primary Data

Interpretation:-From the above Table 1 reveals that out of 506 sample respondents the majority 440(87%) of the respondents belongs to male categories and the rest 66 (13%) of the respondents belongs to female categories. Therefore, it can be conclude that majority of the respondents belongs to male categories.

Table.2: Age Group of the Respondents

Code	Opinion	Frequency	Percent	Valid Percent	Cumulative Percent
1	25-30	10	2.0	2.0	2.0
2	31-35	21	4.2	4.2	6.1
3	36-40	62	12.3	12.3	18.4
4	41-45	312	61.7	61.7	80.0
5	46-50	87	17.2	17.2	97.2
6	> 50 and above	14	2.8	2.8	100.0
Total		506	100.0	100.0	

Source: Primary Data

Interpretation:-From the above Table 2 shows that out of 506 sample respondents the most 312 (61.7%) of the respondents belongs to 41-45 years age group people followed by 87 (17.2%) of the respondents are 46-50 years age group and 62 (12.3%) of the respondents are 36-40 years age group and 21 (4.2%) of the respondents are 31-35 years age group and 14 (2.8%) of the respondents are above 50 years age group and the rest 10 (2%) of the respondents are 25-30 years age group. Hence, it can be conclude that most of the respondents belongs to 41-45 years age group.

Table.3: Educational Qualification of the Respondents

Code	Opinion	Frequency	Percent	Valid Percent	Cumulative Percent
1	Below SSC	9	1.8	1.8	1.8
2	SSC	15	3.0	3.0	4.7
3	Inter	76	15.0	15.0	19.8
4	Undergraduate	349	69.0	69.0	88.7
5	Postgraduate	52	10.3	10.3	99.0
6	Others	5	1.0	1.0	100.0
Total		506	100.0	100.0	

Source: Primary Data

Interpretation:- From the above Table 3 depicts that out of 506 sample respondents the maximum 349 (69.0%) of the respondents belongs to Under Graduates followed by 76 (15%) of the respondents are Intermediate and 52 (10.3%) of the respondents are Post Graduates and 15 (3%) of the respondents are SSC and the rest 9 (1.8%) of the respondents are below SSC. Therefore, it can be conclude that maximum no of respondents belongs to Under Graduates.

Table.4: Experience of the Respondents

Code	Opinion	Frequency	Percent	Valid Percent	Cumulative Percent
1	1-10	14	2.8	2.8	2.8
2	11-15	29	5.7	5.7	8.5
3	16-20	70	13.8	13.8	22.3
4	21-25	349	69.0	69.0	91.3
5	26-30	41	8.1	8.1	99.4
6	> 30 and above	3	.6	.6	100.0
Total		506	100.0	100.0	

Source: Primary Data

Interpretation:-

From the above Table 4 reveals that out of 506 sample respondents the greater part of the 349 (69%) of the respondents belongs to 21-25 years of experience followed by 70 (13.8%) of the respondents are 16-20 years of experience and 41 (8.1%) of the respondents are 26-30 years of experience and 29 (5.7%) of the respondents are 11-15 years of experience and 14 (2.8%) of the respondents are 1-10 years of experience and the rest 3 (0.6%) of the respondents are above 30 years of experience. Hence, it can be conclude that greater part of the respondents belongs to 21-25 years of experience.

Table 5: The mean and standard deviation of respondents' opinion on Employee Engagement and age group of the respondent

Factor (Employee Engagement)	Age	N	Mean	Std. Deviation	F-Value	Sig.	Null Hypothesis
How do you satisfied regarding organization values my contribution to its well being	25-30	10	3.9000	1.10050	2.200	.063	Accepted
	31-35	21	3.9524	.86465			
	36-40	62	3.9194	.89256			
	41-45	312	3.9487	.80429			
	46-50	87	4.2414	.69826			
	> 50 and above	14	4.2143	.57893			
	Total	506	4.0020	.80714			
How do you satisfied regarding organization	25-30	10	3.9000	1.10050	2.392	.077	Accepted
	31-35	21	3.8095	.87287			
	36-40	62	3.8065	.86534			

strongly considers my goals and values							
	41-45	312	3.9071	.82233			
	46-50	87	4.1839	.75527			
	> 50 and above	14	4.2143	.57893			
	Total	506	3.9466	.82481			
How do you satisfied regarding "superior is proud that I am a part of the organization"	25-30	10	3.9000	1.10050	1.298	.263	Accepted
	31-35	21	3.6190	.80475			
	36-40	62	3.9355	.76546			
	41-45	312	3.7724	.85028			
	46-50	87	3.9540	.76109			
	> 50 and above	14	4.0000	.78446			
	Total	506	3.8261	.82857			
How do you satisfied regarding "superior will guide me a lot while doing work"	25-30	10	3.9000	1.10050	1.507	.186	Accepted
	31-35	21	3.9048	.83095			
	36-40	62	3.7097	.93013			
	41-45	312	3.8590	.87442			
	46-50	87	4.0460	.91382			
	> 50 and above	14	4.2143	.57893			
	Total	506	3.8854	.88704			
How do you satisfied regarding "superior respect my opinions in making decision regarding work"	25-30	10	4.1000	.87560	2.019	.075	Accepted
	31-35	21	4.0000	.70711			
	36-40	62	3.9194	.83565			
	41-45	312	3.9423	.81576			
	46-50	87	4.2184	.70588			
	> 50 and above	14	4.2143	.57893			
	Total	506	4.0000	.79603			
How do you satisfied regarding fair treatment towards employees	25-30	10	3.8000	1.13529	1.440	.208	Accepted
	31-35	21	3.9048	.88909			
	36-40	62	3.7903	.83248			
	41-45	312	3.9103	.81285			
	46-50	87	4.1149	.75368			
	> 50 and above	14	4.0714	.73005			
	Total	506	3.9328	.81534			
How do you satisfied regarding "no bias in compensation for employees"	25-30	10	3.9000	1.10050	2.738	.029	Accepted # at 1%
	31-35	21	3.9048	.88909			
	36-40	62	3.9194	.81579			
	41-45	312	3.9071	.78635			
	46-50	87	4.2414	.68141			
	> 50 and above	14	4.1429	.66299			
	Total	506	3.9723	.78805			
How do you satisfied regarding "Providing benefits equally"	25-30	10	3.9000	1.10050	1.219	.299	Accepted
	31-35	21	3.9524	.86465			
	36-40	62	3.8548	.95552			
	41-45	312	3.9455	.82187			
	46-50	87	4.1379	.83767			
	> 50 and above	14	4.2143	.57893			
	Total	506	3.9743	.84510			

Sources: Field Survey

The table 5 depicts the mean and standard deviation of respondents' opinion on employee engagement and the age group of the respondent. Regarding employee engagement "organization values my contribution to its wellbeing" p-value is 0.063 , "organization strongly considers the goals and values" p-value is 0.077, Superior is Proud that a part of an organization" The p-value is .263, Superior will guide me a lot while doing work The calculated p-value is .186, "Superior respect opinions in making decision regarding work". The calculated p-value is .075, "Satisfied regarding fair treatment towards employees". The calculated p-value is 0.208 , "Providing benefits equally" The calculated p-value is .299 which is more than the standard significant value at 5% level of significant. i.e. ($p > 0.05$). The distribution is insignificant. Therefore, there is no significant difference with respect to the age group of the respondents. Regarding employee engagement " compensation for employees" The calculated p-value is .029 which is more than the standard significant value at 1% level of significant. i.e. ($p > 0.01$). The distribution is insignificant. Therefore, there is no significant difference with respect to the age group of the respondents.

Table 6: The mean and standard deviation of respondents' opinion on Employee Engagement and Education Qualification of the respondent

Factor (Employee Engagement)	Education Qualification	N	Mean	Std. Deviation	F-Value	Sig.	Null Hypothesis
How do you satisfied regarding organization values my contribution to its well being	Below SSC	9	3.8889	.92796	1.907	.092	Accepted
	SSC	15	4.2000	.56061			
	Inter	76	3.9079	.94060			
	Undergraduate	349	3.9742	.80009			
	Postgraduate	52	4.2308	.64521			
	Total	506	4.0020	.80714			
How do you satisfied regarding organization strongly considers my goals and values	Below SSC	9	3.7778	.97183	2.036	.072	Accepted
	SSC	15	4.0000	.65465			
	Inter	76	3.8684	.89951			
	Undergraduate	349	3.9169	.82801			
	Postgraduate	52	4.2115	.66676			
	Total	506	3.9466	.82481			
How do you satisfied regarding "superior is proud that I am a part of the organization"	Below SSC	9	4.0000	.86603	.458	.807	Accepted
	SSC	15	3.8667	.63994			
	Inter	76	3.8553	.85952			
	Undergraduate	349	3.7937	.83931			
	Postgraduate	52	3.9423	.75182			
	Total	506	3.8261	.82857			
How do you satisfied regarding "superior will guide me a lot while doing work"	Below SSC	9	4.0000	.86603	1.797	.112	Accepted
	SSC	15	4.1333	.51640			
	Inter	76	3.7895	.97044			
	Undergraduate	349	3.8510	.88774			
	Postgraduate	52	4.0962	.82271			
	Total	506	4.0000	.54772			

	Total	506	3.8854	.88704			
How do you satisfied regarding "superior respect my opinions in making decision regarding work"	Below SSC	9	4.0000	.86603	1.776	.116	Accepted
	SSC	15	4.1333	.51640			
	Inter	76	3.9868	.84053			
	Undergraduate	349	3.9542	.81167			
	Postgraduate	52	4.2308	.64521			
	Others	5	4.6000	.54772			
	Total	506	4.0000	.79603			
How do you satisfied regarding fair treatment towards employees	Below SSC	9	4.0000	.86603	.981	.428	Accepted
	SSC	15	4.0667	.59362			
	Inter	76	3.8553	.91948			
	Undergraduate	349	3.9226	.81104			
	Postgraduate	52	4.0000	.74096			
	Others	5	4.6000	.54772			
	Total	506	3.9328	.81534			
How do you satisfied regarding "no bias in compensation for employees"	Below SSC	9	4.0000	.86603	1.884	.095	Accepted
	SSC	15	3.9333	.59362			
	Inter	76	3.8816	.89394			
	Undergraduate	349	3.9484	.77880			
	Postgraduate	52	4.2115	.69555			
	Others	5	4.6000	.54772			
	Total	506	3.9723	.78805			
How do you satisfied regarding "Providing benefits equally"	Below SSC	9	3.8889	.92796	1.749	.122	Accepted
	SSC	15	4.2000	.56061			
	Inter	76	3.8816	.96564			
	Undergraduate	349	3.9456	.84071			
	Postgraduate	52	4.1923	.71506			
	Others	5	4.6000	.54772			
	Total	506	3.9743	.84510			

Sources: Field Survey

The Table 6 depicts the mean and standard deviation of respondents' opinion on employee engagement and the educational qualification of the respondents. Regarding employee engagement " Organization values my contribution to its wellbeing", The calculated p-value is .092 , "Organization strongly considers my goals and values" The calculated p-value is .072, "Superior is proud that I am a part of the organization", The calculated p-value is .807, "Superior will guide me a lot while doing work", The calculated p-value is .112, "Superior respect my opinions in making decision regarding work", The calculated p-value is .116, "Fair treatment towards employees", The calculated p-value is .428, "No bias in compensation for employees",

The calculated p-value is .095, " providing benefits equally", The calculated p-value is .122. which is more than the standard significant value at 5% level of significant. i.e. ($p > 0.05$). The distribution is insignificant. Therefore, there is no significant difference employee engagement with respect to the educational qualification of the respondents.

Table 7: The mean and standard deviation of respondents' opinion on Quality of Working Life and Age of the respondent

Factor (Quality of Working Life)	Age	N	Mean	Std. Deviation	F- Value	Sig.	Null Hypothesis
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Quality of working life helps in increasing employee's productivity.	25-30	10	3.6000	1.07497	9.208	.000	Rejected
	31-35	21	3.2381	1.09109			
	36-40	62	3.7742	.58448			
	41-45	312	3.9744	.54917			
	46-50	87	4.1609	.66251			
	> 50 and above	14	3.9286	.73005			
	Total	506	3.9427	.64691			
There is a harmonious relationship with your colleagues in the co-operation.	25-30	10	3.6000	1.07497	8.081	.000	Rejected
	31-35	21	3.3333	1.06458			
	36-40	62	3.7419	.62556			
	41-45	312	3.9712	.55193			
	46-50	87	4.1609	.66251			
	> 50 and above	14	3.9286	.73005			
	Total	506	3.9407	.64826			
How do you satisfied regarding quality of work life balance in the organization	25-30	10	3.6000	1.07497	9.208	.000	Rejected
	31-35	21	3.2381	1.09109			
	36-40	62	3.7742	.58448			
	41-45	312	3.9744	.54917			
	46-50	87	4.1609	.66251			
	> 50 and above	14	3.9286	.73005			
	Total	506	3.9427	.64691			
Do you feel that your works allow you to do in a particular area where you can do best	25-30	10	3.6000	1.07497	6.708	.000	Rejected
	31-35	21	3.3810	1.02353			
	36-40	62	3.7742	.63812			
	41-45	312	3.9936	.57824			
	46-50	87	4.1494	.69095			
	> 50 and above	14	3.9286	.73005			
	Total	506	3.9585	.66322			
How do you feel about comfortability and satisfaction of the job	25-30	10	3.6000	1.07497	10.032	.000	Rejected
	31-35	21	3.2381	1.09109			
	36-40	62	3.8226	.58741			
	41-45	312	4.0064	.53791			
	46-50	87	4.1839	.60094			
	> 50 and above	14	3.9286	.73005			
	Total	506	3.9723	.63185			

Source: Field Survey

The Table 7 shows that mean and standard deviation of respondents' opinion of the Quality of work life and the age group of the respondent. Regarding quality of work life "Quality of working life helps in increasing employee's productivity", The calculated p-value is .000 , "There is a harmonious relationship with your colleagues in the corporation", The calculated p-value is .000 , "Quality of work life balance in the organization", The calculated p-value is .000, "Do you feel that your works allow you to do in a particular area where you can do best", The calculated p-value is .000, "Feel about comfort ability and satisfaction of the job

The calculated p-value is .000 which is less than the standard significant value at 1% level of significant i.e.($p < 0.01$). The distribution is significant. Therefore, there is a significant difference quality of work life with respect to the age group of the respondents.

Table 8: The mean and standard deviation of respondents' opinion on Quality of Working Life and Educational Qualification of the respondent

Factor (Quality of Working Life)	Educational Qualification	N	Mean	Std. Deviation	F-Value	Sig.	Null Hypothesis
Quality of working life helps in increasing employee's productivity.	Below SSC	9	3.1111	1.61589	23.124	.000	Rejected
	SSC	15	2.6667	.97590			
	Inter	76	3.7500	.69522			
	Undergraduate	349	4.0172	.47312			
	Postgraduate	52	4.1923	.65794			
	Others	5	4.4000	.54772			
	Total	506	3.9427	.64691			
There is a harmonious relationship with your colleagues in the corporation.	Below SSC	9	3.1111	1.61589	20.516	.000	Rejected
	SSC	15	2.8000	1.01419			
	Inter	76	3.7105	.72693			
	Undergraduate	349	4.0172	.47312			
	Postgraduate	52	4.1923	.65794			
	Others	5	4.4000	.54772			
	Total	506	3.9407	.64826			
How do you satisfied regarding quality of work life balance in the organization	Below SSC	9	3.1111	1.61589	23.124	.000	Rejected
	SSC	15	2.6667	.97590			
	Inter	76	3.7500	.69522			
	Undergraduate	349	4.0172	.47312			
	Postgraduate	52	4.1923	.65794			
	Others	5	4.4000	.54772			
	Total	506	3.9427	.64691			
Do you feel that your works allow you to do in a particular area where you can do best	Below SSC	9	3.1111	1.61589	17.123	.000	Rejected
	SSC	15	2.8667	.99043			
	Inter	76	3.7632	.72789			
	Undergraduate	349	4.0315	.50473			
	Postgraduate	52	4.1731	.70631			
	Others	5	4.4000	.54772			
	Total	506	3.9585	.66322			
How do you feel about comfortability and satisfaction of the job	Below SSC	9	3.6667	1.11803	11.981	.000	Rejected
	SSC	15	3.0000	1.13389			
	Inter	76	3.7895	.73604			
	Undergraduate	349	4.0258	.50505			
	Postgraduate	52	4.1731	.64841			
	Others	5	4.4000	.54772			
	Total	506	3.9723	.63185			

Source: Field Survey

The Table 7 shows that mean and standard deviation of respondents' opinion of the Quality of work life and the age group of the respondent. Regarding quality of work life "Quality of working life helps in increasing employee's productivity", The calculated p-value is .000 ,

"There is a harmonious relationship with your colleagues in the corporation", The calculated p-value is .000, "Quality of work life balance in the organization", The calculated p-value is .000, "Do you feel that your works allow you to do in a particular area where you can do best", The calculated p-value is .000, "Feel about comfortability and satisfaction of the job The calculated p-value is .000 which is less than the standard significant value at 1% level of significant.i.e.($p < 0.01$). The distribution is significant. Therefore, there is a significant difference quality of work life with respect to the education qualification of the respondents.

Conclusion:

Finally, a holistic view of quality of work life and employee engagement with respect to age and educational qualification (demographic variables), organization values employee contribution to its well being, strongly considers employee's goals and values, cordial superior support while giving guidance and receiving opinion from employees, there is fair treatment towards employees, no bias in compensation, share benefits equally irrespective of age group and educational qualification.age and educational qualification of respondents are influence the quality of work life and employee engagement. There is no significant relationship between age and educational qualification with respect to employee engagement, but there is significant difference between age and educational qualification with quality of work life.

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