CONFIRMATORY FACTOR ANALYSIS OF QUALITY OF WORK LIFE: THE RELATIONSHIP AMONG JOB DIMENSIONS- HR INTERVENTIONS-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 interventions 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:- Used structured closed ended questionnaire to collect the data from respondents.Applied both primary and secoundary data to analsye the data in different aspects. Researcher has taken 506 sample size from two different stratums(Middle and uppler). The validity of the questionnaire verified through pilot study. Conducted cronbach's alpha reliability test (>.70) which is good. The (GFI, AGFI, TLI, CFI have shown >.90) and the RMSEA<.08 which shows the goodness of fit index. Outcome: The outcome of the hierarchical regression analysis shows that there is a relationship between control and independent variables with respect to dependent variable. The Job and HR interventions are positively influencing the work life balance of individuals and employee engagement also influenced by quality of work life in positive direction. The R^2 value have shown the significant contributions from dependent and independent variables. Tottally 60% of contribution has made on dependent variable by independent and main variables. The social impact of the research in such a manner that, the outcome of the research can be generalized any manufacturing industry.

Orginality/Novelty: The research it is original in nature, the model which is being developed by the researcher has not been submitted to any university. By nature it is an empirical research design, the research purely runs based on primary data sources.

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

Introduction:

In the recent years employee engagement has been considered as the important criteria in human resources in all the organizations. The employee engagement mainly influenced by job interventions and HR interventions with respect to quality of work life. The quality of work life of employees are positively and significantly related to employee engagement. There are various factors of job interventions and HR interventions are positively and significantly related to quality of work life and employee engagement.Employers have gone to the extra mile of giving an opportunity for employees to work from home and many measures have been taken to retain employees. Flexibility in working hours, innovative ideas for making employees feel engaged in the organization has become an important criteria in human resources. HR professionals have taken options to create a family friendly relationship in the organization externally and internally. Organisations which follow and practice the policies of work life balance are able to sustain employees in their organization. Successful

organizations have a structured work life balance policy. Due to the work life balance policies followed in software industries in Chennai the absenteeism to workplace is reduced somehow the management gets the work done. Though the employees may not be physically available in the workplace. A strong organizational culture helps to increase employee's intention to be engaged in the organization. Work-life balance should be supported and encouraged at all levels of the organisation from top management, team leaders to the team members. Any organization which encourages work-life balance policies and practices will have a positive 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.The success of any organization depends on the efficiency of labor are increasing the efficiency.The organization,promote of quality of work life in the employees[1].According to this study good quality of work life is necessary for an organization to attract and to retain skilled and talented employees.In order to survive in the competitive market because of Liberalization,Privatization and Globalization and to minimize the attrition rate of employees the QWL initiatives are very important QWL involves a wide variety of components that are influenced on the performance of employees.[2].This study investigates the positive impact of paternalistic leadership' dimensions (Benevolent, Moral and Authoritarian) on the quality of work life have been supported. Notably, the results show that paternalistic leadership could statistically explain 41% of change in Quality of Work Life.Finally, the implications of the findings have been discussed[3].This is a pioneering study on the relationship between quality of work life and the employee's perception of their contribution to organizational performance.The results are particularly relevant given the increased weight of services in the labor market, together with intensified automation and digitalization of collaborator's functions [4].This often causes the emloyees to undergo major personal life adjustments and self psychological adaptions causing permanent transitions in personality.It ultimately affects the working.Hence, this research paper attempts to understand the quality of work life of hotel employees and its impact on their satisfaction level [5].This Study aims to analyze the effect of quality of work-life and work life is the foundation which determines the level of satisfaction and engagement in an organization.Expanatory research with a quantitative approach was conducted on a private university in Malang with 74 respondents. This study uses path analysis to examine research data.It is found that the motivation provided by the university towards the lecturer, such as job security, reward and spirit, can increase the satisfaction and engagement.Similarly for job satisfaction, the relationship between colleagues and a comfortable working environment can create lecturer's engagement in the institution. [6]. 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 and work engagement [7].This study focuses on the job satisfaction and quality of work life among employees in the hotel industry, 100 employees from three star hotels in the Klang Valley were selected in the survey. The results show that working conditions, feeling accomplishment, using their own ability; and being 'some body' in the community as among the important elements in job satisfaction [8].This study aimsto determine the effect of quality of work life and work engagement on employee performance with job satisfaction as an intervening variable. The population in this study were all employees at PT Mopoly Raya who were permanent employees, amounting to 70 people. The sampling method used in this study is saturated sample. The data collection method uses a questionnaire. In this study using the path analysis method (path analysis) to determine the effect of each variable to be studied. The results

showed that quality of work life had a positive and significant effect on job satisfaction [9].The researcher has since the emergence of industrialization organizations and work life practices continues to change to assist organizations to best fit in competitive scenario. The work life movement provided India with a value of frame work and helped human resources to unlock their potential.The present paper is an operational systems with reference to Indian organizations [10].The results of this study revealed that there is a significant positive relationship between intellectual capital (human, structural and customer capitals) and quality of work life. The results also revealed that 36% of the variations of quality of work life can be explained by intellectual capital and its components. Finally, it should be noted that employees' dissatisfaction from quality of work life is a problem that destroys the organization and its employees. It is possible to prevent such problems through improving intellectual capital [11].Quality of Work Life (QWL) is a multifaceted and relative concept that is influenced by time, personal and social values. Regarding these facts, the present study was performed to determine the relationship between QWL and stress management in the foundation of Martyrs and Veterans affairs employees in Hamadan province [12].The present article discusses the survey results of 220 employees in private banking sector in Coimbatore district with the objective to undetstand the factors that are influencing effect of career on quality of work life of employees. The factor loading with Varimax Rotation for QWL was done to investigate the underlying relationships of a large number of items and to determine whether they can be reduced to a smaller set of factors.

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:
- *H1: There is a significant positive relationship between HR interventions and Quality of work life of employees in the organization.*
- *H2: There is a significant positive relationship between Job dimensions and Quality of work life of employees in the organization.*
- *H3: There is a significant positive relationship between Quality of work life of employees and employee engagement.*
- *H4: There is no significant relationship between employee engagement with respect to age/gender/educational/Income of the respondents.*
- *H5: There is no significant relationship between quality of worklife with respect to age/gender/educational/Income of the respondents.*

Need/Importance of the Study:
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 impact on productivity of the organization. In fact, the quality of service and output is depends up on the employee engagement.

Scope of the Study:
The scope of the study in terms of objectives restricted to know the impact of job dimensions and HR interventions on quality of work life and scope interms of levels and industry restricted to middle and top level management of cement industry.

Limitations of the Study:
The study is restricted to employee engagement, there is afurther scope to study the employee commitment and employee relational aspects.

Research Methodology:
Data Sources: Reseacher 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.

Sample Size: The researcher has taken 506 sample sample size on the basis of stratified random sampling from two different stratums. They are middle level and lower level.

Sampling Technique: On the basis of stratified random sampling (from three different stratums like: middle level and top level) management.

Statistical Tools: Applied factor and confirmatory factor analysis with hierarchical regression analysis to analyse the data in multiple aspects.

Sampling Frame/Unit: 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.

Normality:- The data has followed the normal distribution. It is neither positively and negatively squed. The flotted valuses in between (-3 to +3) sigma values which explains data is being followed the normal distribution.

Relaibility: The reliability of the data will be tested through cronebach'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 yeas 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.
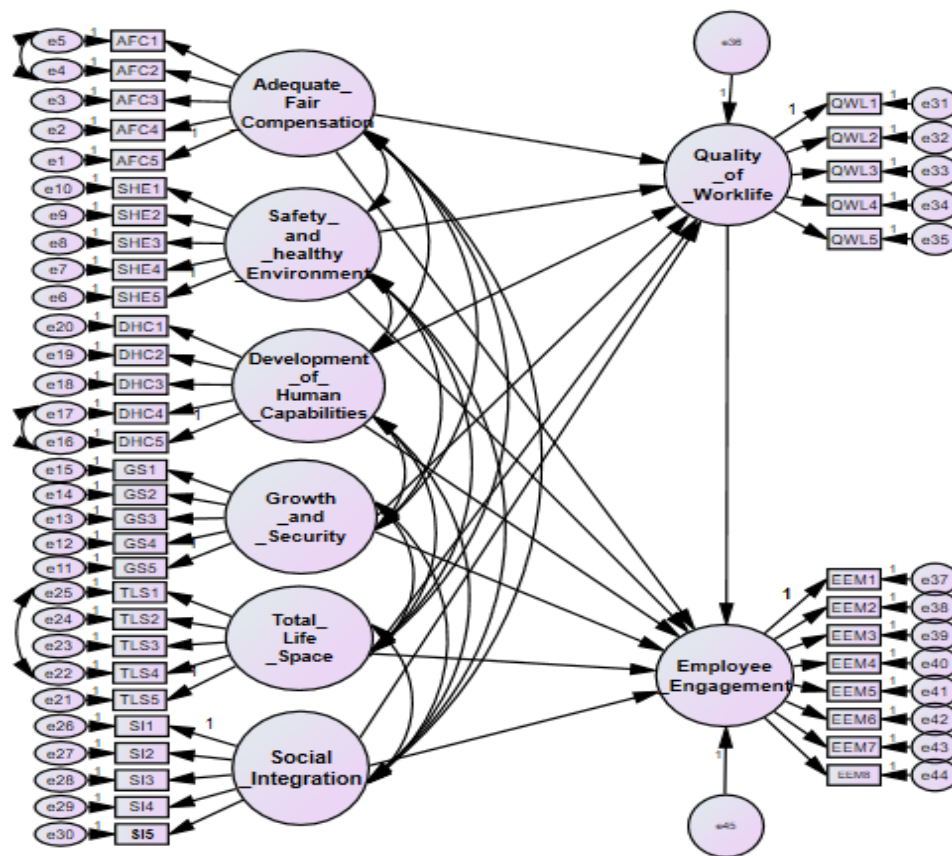
Tablel-4.73

Hierarchical regression outcome of effects of Adequate and Fire Compensation, Safety and Health Environment, Development of Human Capabilities, Growth and Security , Social Integration, Total Life Span on Quality of Work Life.

	Quality of Work Life	Quality of Work Life
	Step 1	Step 2
	Model 1	Model 2
Gender	.159*** (-3.838; .000)	.101** (-2.820; .005)
Age	.163*** (3.568;.000)	.104** (2.756; .006)
Education Qualification	.149* (2.525; .012)	-.010 (-.197; .844)
Experience	.215*** (3.899; .000)	-.066 (-1.366;.173)
Adequate and Fair Compensation		.107** (3.080; .002)
Safety and Healthy Environment		.575*** (13.458; .000)
Development of Human Capabilities		.071* (2.143; .033)

		002
Growth and Security		(.046;.963)
		.166***
Total Life Span		(4.534;.000)
		.001
Social Integration		(.020; .984)
R^2	.189	.472
Adjusted R^2	.183	.461
ΔR^2		.282
F-Value	29.260***	44.218***
Δ F-Value	29.260***	44.116***
Df	4,501	6,495

Standardized regression coefficients are reported;'t' values and 'p' values are in parenthesis.

*** $p < .001$;** $p < .01$; * $p < .05$

In the first phase (Model 1) all control variables viz., gender, age, educational qualification, income and designation were entered. Among the control variables gender (b=-.159, p< .000) age (b = .163, p < .000), educational qualification (b = .149, p < .012) and experience (b=.215, p<.000) were significant predictors of Quality of Work Life. The control variables model was significant (F = 29.260, p < .000) explaining 19% variation in Quality of Work Life. In step 2 (Model 2) the researcher was entered the main variables in regression equation. This direct effects model suggests that the regression coefficients of Adequate and Fire Compensation (b = .107, p <.002), Safety and Healthy Environment (b=.575, p<000), Development of Human Capabilities (b= .071, p< .033) and Total Life Span (b=.166, p<.000) was significant. Growth and Security and Social Integration were not significant. The main effects model was significant. The model was significant (F = 44.218, p < .000; R^2 = .472; ΔF = 44.116, p < .000; ΔR^2=.282) and explained 47% of variance on Quality of Work Life, thereby accounting for 28% of additional variance due to main variables. Therefore, the both control and main variables are indicating significant effect on Quality of Work Life. The direct effect model supports that; Adequate and Fire Compensation, Safety and Healthy Environment, Development of Human Capabilities and Total Life Span are significantly and positively related to the Quality of Work Life, thus supporting, H_1, H_2, H_3 and H_5, and training (H_4 and H_6) is not supported.

Table: 4.74

Hierarchical regression outcome of effects of Adequate and Fire Compensation, Safety and Health, Environment, Development of Human Capabilities, Growth and Security , Social Integration, Total Life Span and Quality of Work Life on Employee Engagement.

	Employee Engagement	Employee Engagement
	Step 1	Step 2
	Model 1	Model 2
Gender	.092*	.050
	2.039; .042)	(1.061; .289)
Age	. 075	.047
	(1.498;.135)	(.943; .346)
Education Qualification	-.084	-.090
	(-1.300; .194)	(-1.394; .164)

Experience	.161**	.084
	(2.681; .008)	(1.323;.187)
Adequate and Fire Compensation		.148**
		(3.215; .001)
Safety and Healthy Environment		.002
		(.027; . 782)
Development of Human Capabilities		.012***
		(1.277; .000)
		.149**
Growth and Security		(3.374;.001)
		.099*
Total Life Span		(2.028;.043)
		.004
Social Integration		(.094; .925)
Quality of Work Life		.028***
		(.479; .000)
R^2	.034	.092
Adjusted R^2	.026	.071
ΔR^2		.058
F-Value	4.347**	4.526***
Δ F-Value	4.347**	4.506***
Df	4,501	(7,494)

Standardized regression coefficients are reported;'t' values and 'p' values are in parenthesis. *** p < .001;** p < .01; * p < .05

In the first step (Model: 1) all control variables viz., gender, age, educational qualification, salary and length of service were entered. Among the control variables gender (b = .092, p < .042), experience (b = .161, p < .008) were significant at 5% and at the 1% level of significant. An age and educational qualification were not significant predictors of Employee Engagement. The control variables model was significant (F = 4.347, p < .002) explaining 34% variation in of Employee Engagement. In step 2 (Model 2) we entered the main variables in the regression equation. This direct effects model recommended that the regression coefficients Adequate and Fire Compensation (b = .148, p <.001), Development of Human Capabilities (b=.012, p<.001), Growth and Security (b = .149, p <.001) and Total Life Span (b = .099, p <.043), Quality of Work Life (b = .028, p<.001) were significant. Safety and Health, Environment and Social Integration and were not significant. The main effects model was significant. The model was significant (F = 4.526, p < .000; R^2 = .092; ΔF = 4.506, p < .000; ΔR^2=.058) and explained 92% of variance on employee engagement, thereby accounting for 58 % of additional variance due to main variables. Therefore, the both control and main variables are showing significant impact on employee engagement. Thereby accounting for 58% of additional variance due to main variable the direct effect model supports that; Employee Engagement is positively and significantly related to the Adequate and Fire Compensation, Growth and Security, Total Life Span, Development of Human capabilities and Quality of Work Life thus supporting, H_7, H_{10}, H_{11}, H_{12} and H_{13} Safety and Health Environment and Social Integration and Quality of Work Life were not significant. Thus H_8, H_9, were not supporting.
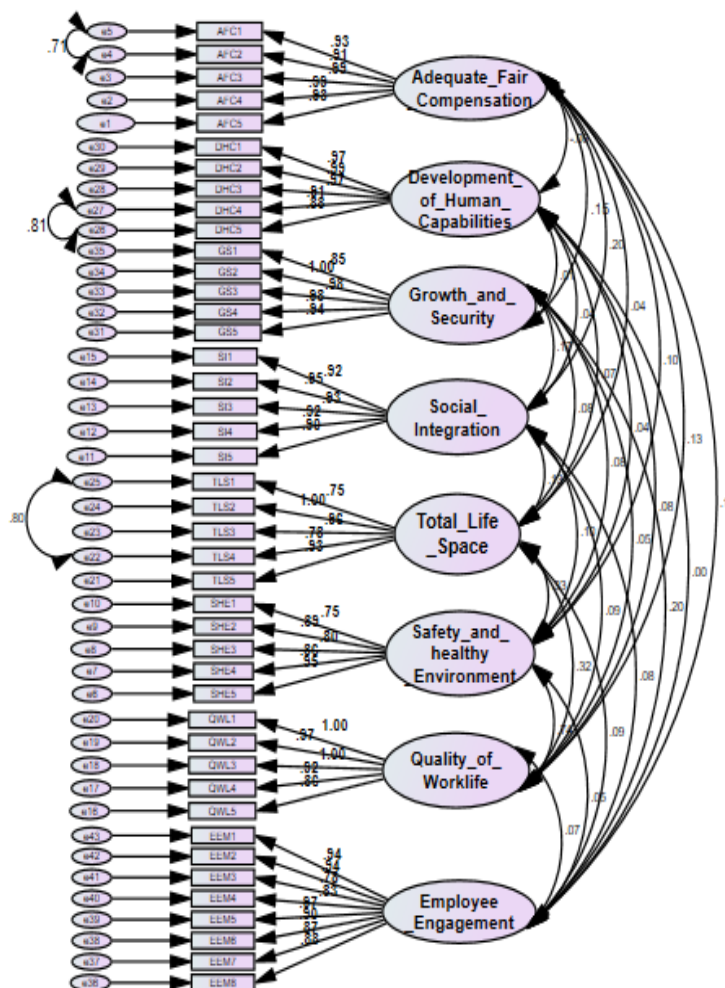
Figure 4.1.Standardized CFA output for measurement model. (N =506)

Assessing the validity of measurement model: The measurement model was examined for model fit and model validity by comparing the planned model with the observed data.

The Overall fit of the measurement model: The chi-square value for measurement model was significant: $\chi2 = 2471.787$; df= 829; p < .000. In the table 4.26 stated that the chi-square value: $\chi2/ df = 2.982$ was less than the cutoff value. The GFI (Goodness of Fit Index) value is .823 which is appropriately followed by AGFI (Adjusted Goodness of Fit Index) was .798 which is appropriate for the model. The CFI value for the model was .954 which is more than the level of .90, this model was acceptable.TLI or NNFI was .950 which was appropriate well. The TLI and CFI values were more than the (Hu and Bentler (1999) suggested cutoff value of .95, which are treated great. The RMSEA value was .063, which was less than the suggested value. Even the upper value of RMSEA was .063, which was not more than the cutoff value of .08. RMR value was i.e., .023 which also less than the suggested value is close to '0'. CFI value was more than the TLI, as suggested by Bentler (1990). The test of the fit indices showed that the proposed research model had a good fit to the observed data.

Table: 4. 75 Assessing Goodness-of-fit for Measurement Model.

Index	Short form	Criteria	Revised Model
Chi-square	χ^2	Small value better	2471.787
Chi-square associated p value	p	≥ 0.05(often shows .000)	.000
Chi-square/ Degree of Freedom	χ^2/df	< 3 good; <5 sometime possible	2.982
Root Mean Square Error of Approximation	RMSEA	< 0.05 good;0.05 to 0.10 moderates;> 0.10 bad	.063
RMSEA associated p value	PCLOSE	>0.05	.000
Tucker-Lewis Index	TLI	>0.09	.950
Comparative Fit Index	CFI	>0.95 GREAR; > 0.90 traditional; > 0.80 sometimes permissible	.954
Goodness of Fit Index	GFI	>0.90 (0 to 1 higher the best)	.823
Adjusted Goodness of Fit Index	AGFI	>0.80 (as low as 0.70 acceptable)	.798
Root Mean Square Residual	RMR	Close to "0"	.023
Hoelter's Critical N	Hoelter Index	75≤ value<200 acceptable ; ≥ 200 good	.05(184) .01(190)

Path Analysis

Based on the planned theory, there were three independent (further these three independent variables having three sub-variables,each) and two dependent variables (Figure: 4.4) in the structural model. The variables of Adequate and Fair Compensation (AFC), Safety and Health Environment (SHE), Development of Human Capabilities (DHC) are come under the independent variable of job interventions and Growth and Security (GS), Social Integration (SI), Total Life Span (TLF) are come under the dependent variable of HR interventions and Quality of Work Life and Employee Engagement were considered as a dependent variables. The hypothesized relationships between exogenous and endogenous variables were clearly defined by a P (path coefficients) in the table 4.33. The hypothesized relationships in model between independent and dependent variables were correlation.
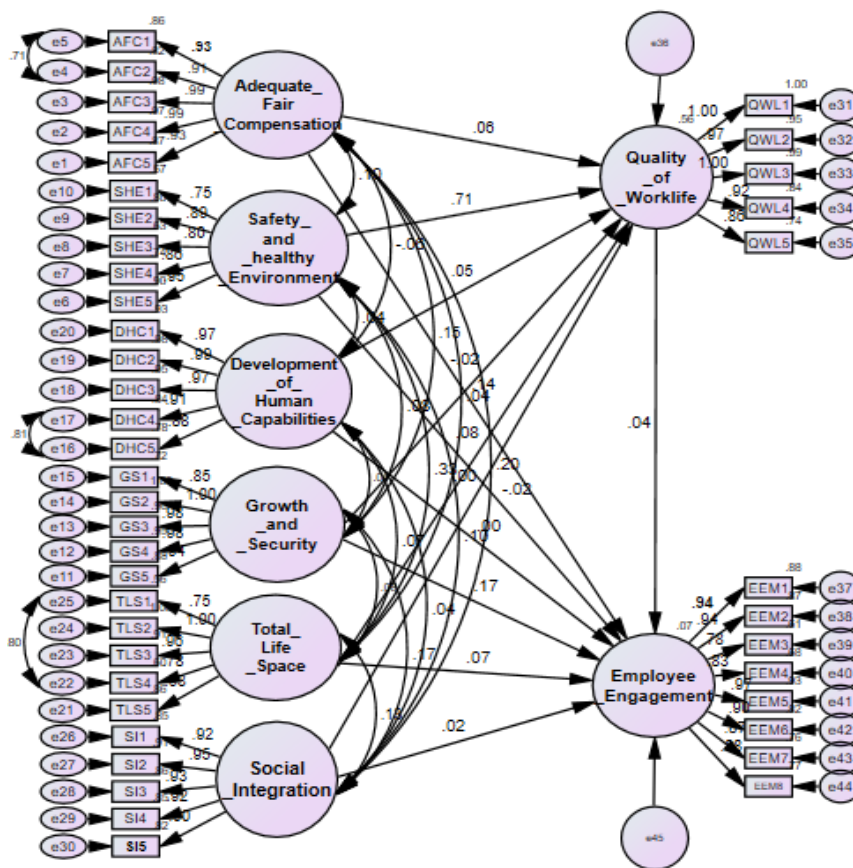
Figure: 4.4: standardized structural path coefficients. (N= 506)

The chi-square value for measurement model was significant: χ2 = 2471.787; df= 829; p < .000. In the table 4.26 stated that the chi-square value: χ2/ df = 2.982 was less than the cutoff value. The GFI (Goodness of Fit Index) value is .823 which is appropriately followed by AGFI (Adjusted Goodness of Fit Index) was .798 which is appropriate for the model. The CFI value for the model was .954 which is more than the level of .90, this model was acceptable.TLI or NNFI was .950 which was appropriate well. The TLI and CFI values were more than the (Hu and Bentler (1999) suggested cutoff value of .95, which are treated great. The RMSEA value was .063, which was less than the suggested value. Even the upper value of RMSEA was .063, which was not more than the cutoff value of .08. RMR value was i.e., .023 which also less than the suggested value is close to '0'. CFI value was more than the TLI, as suggested by Bentler (1990). The test of the fit indices showed that the proposed research model had a good fit to the observed data.

Findings:

1. The majority 440(87%) of the respondents belongs to male categories and the rest 66 (13%) of the respondents belongs to female categories.
2. 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 yeas age group.
3. 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.
4. 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.

5. The model was significant (F = 44.218, p < .000; R^2 = .472; ΔF = 44.116, p < .000; $ΔR^2$=.282) and explained 47% of variance on Quality of Work Life, thereby accounting for 28% of additional variance due to main variables.

6. The GFI (Goodness of Fit Index) value is .823 which is appropriately followed by AGFI (Adjusted Goodness of Fit Index) was .798 which is appropriate for the model. The CFI value for the model was .954 which is more than the level of .90, this model was acceptable.

7. The chi-square value for measurement model was significant: $χ2$ = 2471.787; df= 829; p < .000. In the table 4.26 stated that the chi-square value: $χ2$/ df = 2.982 was less than the cutoff value.

Suggestions:

1. The impact of demographic variables in the analysis is poor, even organizations need to come forward to provide better development aspects to individual employees.

2. The model can be strengthened with the different aspects of employee job satisfaction and organizational performance.

3. It can be witneesed that there are some other aspects like organizational commitment and organizational relations which plays a significant role for the development of individuals in the organization

Conclusion:

Therefore, it can be conclude that the HR and Job interventions will play a significant role and which shows the positive relationship between quality of work life employees in the organization. In fact, the quality of work life will show and will have significant positive relationship between HR and Job interventions with respect to employee engagement.

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